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GRAND JURY

REPORTS



CITY AND COUNTY OF

SAN FRANCISCO

CALIFORNIA

Honorable Charles S. Peery.

December 19, 1968

real connection between prostitution, pimping, drug addiction and sale. The present drug culture and its streetwalking affiliation are promoting an increase in heavy crimes against persons and property, such as, robbery, burglary and armed assault.

We further recommend that by Charter action or otherwise a new middle command level be established in the Police Department to improve the level of supervision on the streets around the clock. We emphasize, however, that this program along with the premium pay for night work suggestion not be carried over to the Fire Department, since it is not applicable there.

We call again upon the Mayor, the Board of Supervisors and the Chief Administrative Officer to consider the plight of the homeowner, the renter and other taxpayers who were confronted with a 16.2% increase in the City spending level in fiscal 1968-69. This kind of increase cannot continue if we are to maintain a stable population and a healthy business climate in San Francisco.

One of our major frustrations was our inability to convince the Mayor of the need for an in depth study of our "sick" Civil Service System. We commend this problem to the early attention of the 1969 Jury, as well as to the Charter Revision Committee. Hard decisions need to be made. They cannot be made unless the obvious political influence of the several civil service employees organizations and unions is matched with professional and political statesmanship of the highest order.

We compliment the Mayor for his great contributions to the solution of many of our City's social problems, his articulation of our City's intent to remain among the most popular and best governed cities in the nation. We believe he is capable of becoming another great Mayor for San Francisco. We hope he will take seriously the constructive criticisms of the 1968 Grand Jury.

Personally, I strongly commend each member of the Grand Jury for their zeal, devotion, fairness and common sense approach to the job we had to do. Also, as Presiding Judge, you have been of inestimable help and guidance in our work. Consultant Ralph Sheehan served the Jury admirably as he has for the past 17 years and of course Chief Deputy District Attorney Francis Mayer was splendid in all respects.

As to the critics of the Grand Jury system, I can only say from a background of 25 years in public life that if all governmental institutions worked as fairly and effectively as has the Grand Jury I have headed for the past year, all of us would be better served.

Honorable Charles S. Peery

December 19, 1968

I am proud to have had the opportunity of serving the people of my city for the past year. I urge that as many San Franciscans as possible read and reflect on what your Grand Jury has said in 1968.

Sincerely,

Don Fazackerley,
Foreman
1968 Grand Jury for
the City and County of San Francisco.



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1968 GRAND JURY

CITY AND COUNTY OF SAN FRANCISCO

| | |
|----------------------|------------------------|
| Raymond T. Allender | Harry Liss |
| Philip S. Dalton | Raymond L. Luckel |
| Michael A. Durkin | Mrs. Eva. E. Purcell |
| T. Wade Finigan | George H. Russell |
| John M. Fitzmaurice | Jerome Salomon |
| George M. Foster | Irwin J. Sprott |
| Harold Goodman | Dr. Joseph H. Stephens |
| John R. Hermann, Sr. | Lew Tilin |
| Morris Less | |

Don Fazackerley, Foreman Peter I. Tarantino, Secretary

Impaneled January 12, 1968 Discharged January 9, 1969

1968 GRAND JURY OF THE CITY AND COUNTY OF SAN FRANCISCO.

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OUR SAN FRANCISCO PUBLIC SCHOOLS SYSTEM.

The New School Mix.

San Francisco's school system is taking the full impact of the changing character of urban population. School enrollment remains static at around 100,000. But the mixture has shifted dramatically. Less than one-half (47%) is now Caucasian. Negroes constitute about 25%; Orientals and Spanish speaking about 13% each. And these minority groups are increasing continuously. Fastest growing are the Chinese, whose numbers are increasing about 10% a year.

This influx of minorities balances the flight of the white middle class to the suburbs. But our new citizens have brought with them an entirely new chain of problems to challenge educators and the general public. Among these are language difficulties, malnutrition, discipline, foreign cultures, educational handicaps and, underlying all, the problem of providing larger budgets to finance new programs, some tested, others untried.

Responsibility for meeting these problems rests with the Superintendent of Schools, the Board of Education and the general community. The seven members of the Board are appointed from time to time by the Mayor for five-year terms and confirmed by the electorate. As now constituted, the Board appears to be representative, professionally competent and dedicated to its job. Heading the administration is Dr. Robert E. Jenkins who was appointed superintendent in 1967. His announced goal is quality education for all and he has tackled the job with vigor, vision and realism.

During the past year our committee has studied the system by visits at random to representative schools, attendance at Board meetings, interviews with school officials and a discussion with Dr. Jenkins by the full jury. We respectfully offer the following observations:

Integration:

A series of nine public forums was held early in the year to determine public reaction to twelve plans, offered by Stanford Research Institute, for integrating San Francisco Schools. Three of these plans, involving varying degrees of busing, were given special exposure. None was received with general enthusiasm. Better reaction was accorded a series of administration proposals for promoting improved standards of education in all neighborhoods with special programs to cover problem areas. In proceeding with this objective, the Board also adopted a policy statement endorsing integration and pledging its accomplishment in immediate, intermediate and long range steps through "feasible plans ... as soon as possible".

OUR SAN FRANCISCO PUBLIC SCHOOLS SYSTEMS (continued)

Bilingual Instruction:

As a result of bilingual survey, two full-time coordinators were appointed to work with the special problems of Chinese and Spanish speaking students. The survey showed 917 Chinese in the "beginning" or non-English speaking category, and 1,539 others who need more work in English to keep up with a regular class. The Spanish group showed 831 "beginners" and 1059 "others". The problem of language is particularly pressing in Chinatown where some 1,000 school-age children are arriving from Hong Kong each year, unable to speak a word of English. Basic instruction is now given in the native tongue, all levels of school progression being covered. Naturally, skilled bilingual instructors are in great demand. Closed circuit television is being tried as one modern expedient to meet the shortage.

Class Size:

Approval was given to add 300 more teachers each year for three years, beginning in 1968, in order to reduce class size. The salary cost will be \$2,400,000 each year for a total of \$7,200,000 to complete the program. This is a forward step in improving quality of instruction, obvious benefits being more time for preparation, counseling, class control and individual attention to both high and low producers. In low-achieving schools, the maximum class size will be 25 at the elementary level and 28 at the secondary. In all other schools the maximum will be 32.

Construction Economies:

To minimize the effect of smaller classes on new building construction, all available space is being utilized and "open type" classrooms (as opposed to walled-in) are being featured in the new design. The widely accepted California practice of using pre-fab or portable classrooms would also be an economical expedient in meeting the present situation, but the San Francisco Building Trades Council objects even though State and local codes permit them.

Class Progress:

A change from semi-annual to annual promotions will be made beginning in 1969. Next fall the entire elementary division will convert to annual promotion, with subsequent year-by-year change-over in the junior and high divisions. The complete transition will require six years. Some rough spots may be expected during the period as students are moved ahead or held back to fit in with the annual calendar. But the end result should be an improved and orderly system of class progression.

Our San Francisco Public Schools Systems (continued)

Neighborhood Participation:

Some efforts have been made to bridge the gap between the problem neighborhoods and the school administration. Board meetings are now well-advertised and well-attended. When key issues are up for discussion the attendance is particularly heavy. The newly formed Citizens Advisory Council should be of help in providing feedback of community thinking. Also the recent appointment of a School - Community Coordinator, to serve on a contract basis through next June, should provide significant information from the ghetto areas.

The Budget:

Changes of the magnitude required to meet urban crisis, of which these are but examples, cost money. The 1968-69 budget for the San Francisco district is \$97,517,740, an increase over the previous year of \$15,146,125. Furthermore, it has now reached the maximum local taxing limit for San Francisco schools and an increase of 98 cents in the limit, raising it to \$3.53, is proposed for approval at the November election.

Largest item in the budget is \$57.4 million for teachers' salaries, up \$8.3 million from last year. This reflects negotiated increases, plus the program to cut down the size of classes. Also, illustrative of the changed character of the school population, is the huge increase in money allotted for free lunches, up from \$78,000 last year to \$298,000.

Local taxpayers bear most of the burden. Twenty-five years ago San Francisco received about 35% of its school budget from the State; today only 17%. In the same period federal aid has dropped from 4% to less than 2%. Such reduction is contrary to the urban influx of under-privileged students, in many cases from other jurisdictions.

RECOMMENDATIONS.

1. Quality Education:

The concentration of minority students in San Francisco, and the resulting low achievement scores, offers a rare opportunity for finding newer and better ways to teach urban youngsters. The elements are here to tailor-make our school system to a standard that will not only equal, but surpass that of the suburbs. Early progress is visible. We urge continued emphasis on quality instruction in all neighborhoods, in contrast to transporting students to where it can be found, and with particular stress on the basic skills of communication: reading, writing and English.

2. Counseling and Discipline:

Quality education thrives best in a cooperative climate. Two important adjuncts needed for such a climate are skilled counsel-

Our San Francisco Public Schools System (continued)

2. Counseling and Discipline:(continued)

ing and discipline. Even with smaller classes, there is still a shortage of trained counselors. Advisory help can be of paramount value during the sensitive school years, not only in behavior problems, but in shaping attitudes and careers. We recommend special attention be given this deficiency.

Compared with most other urban areas, San Francisco Schools have been relatively free of serious disorders, but the record has blemishes. In a few schools the teaching process has been disrupted by trouble makers. Their actions have involved both civil and criminal violations. Quite often the episodes were incited by non-students: dropouts, absentees, and loiterers. One educator pointed out that the "dropout alumni" held regular reunions outside certain school gates.

Disciplinary measures, protected by juvenile laws and the state Education Code, are available to meet these outbreaks. They include detention, warning to parents, suspension, corporal punishment, expulsion and police action. It is pointless to blame these disorders on the failings of society. The problem in schools must be faced where the acts occur -- that is in the schools. Taxpayers have too big an investment in schools to allow the disruptive tactics of a few to jeopardize the education of the many. We urge a hard line in applying disciplinary measures, with increased reliance on police action whenever necessary.

3. Federal and State Aid:

San Francisco schools are in desperate need of additional funds to meet the urban crisis. Special recognition by federal and state legislatures is long overdue. With only 17% of the present budget coming from the State and less than 2% from federal sources, local taxpayers are carrying more than 80% of the expense. Paradoxically, some of the urban problems requiring special expenditures, such as bilingual instruction and free lunches, have been stimulated by government action in lowering immigration bars and permitting, if not encouraging, unhampered influx. It is a fair question whether some of the cost should not be borne by other government funds.

4. Portable Classrooms:

Union restrictions on the use of portable or pre-fab classrooms should be lifted. The objection of the San Francisco Building Trades Council is that the units, while meeting applicable local and state codes, are not manufactured in San Francisco and their use here would deprive members of work. We are informed that the units are union made. The distinction of "where" seems arbitrary to those who must foot the bill for more expensive and deferred construction. Easing of the ban would be in the best interest of San Francisco taxpayers and would expedite the solution of serious problems of over-crowding in certain school areas.

Our San Francisco Public Schools System (continued)

5. Adult Education:

A study group should examine the list of subjects offered to adults for free instruction from the standpoint of public obligation. Teaching adults the basics of communication is worth while and aids better citizenship. But "fringe" items involving hobby and cultural activities should not be provided on a free basis. Admittedly, the inclusion of such subjects is the result of demand. However, if demand is the criterion, payment on a cost basis should be extracted. While the taxpayer has the obligation to provide the highest standard of education to the youth, and to adults as required, we question an obligation to underwrite fringe subjects for adults.

6.Two-Way Channel with Neighborhoods:

Study should be given to further shortening the distance between the administration and the community. Clear channels of communication could help in erasing some problems before they arise, settling others before they reach the crisis stage and giving more meaningful information and time to those charged with making major policy decisions. Occasional meetings or forums in the neighborhoods, wider use of P.T.A.'s , local listening posts, along with the constructive moves recently made, would help in improved understanding and cooperation.

7. Proposition "I"

We support Proposition "I" to increase the school tax limit by 98 cents on the November 5th Election Ballot. Failure to pass the measure would curtail and endanger many of the improvement projects under way and planned, such as smaller classes and bilingual instruction. We urge a "yes" vote to insure continuance of the school improvement program.

8. Charter Revision:

There is a move under way to change the method for selecting members of the Board of Education to one based on popular elections. The present method (appointment by the Mayor with subsequent confirmation by the electorate) has been time tested under the present charter. It has produced a consistent record of qualified and dedicated board members. We do not believe popular elections could equal this record of community-wide service, nor keep it as free from special interests groups. We oppose the proposed change.

Our San Francisco Public Schools System (continued)

CONCLUSION.

We commend the Superintendent and the Board for their bold progressive actions during the year toward quality education and racial harmony. The changing conditions demanded new approaches and techniques, which are being wisely applied. The urban crisis is still with us and the task of total solution is monumental. But already significant results have been achieved and the indications are that we can look forward to continued improvement.

Committee on the Schools

Jerome Salomon

J. Irwin Sprott

George M. Foster, Chairman

THE CIVIL SERVICE COMMISSION.

The Griffenhagen-Kroeger Report on personnel concepts and practices for modern urban government states as follows:
"Irresistable social and economic forces are moving us into new complexities of urban life. We need quick and near unanimous acceptance of modern personnel techniques in order to enlist the skills and foster the motivations necessary to administer a modern urban government."

In reviewing this report in the light of experience with the Grand Jury, we find that San Francisco Civil Service System has the following desirable features as of 1968:

1. San Francisco has a retirement system.
2. We have a health service system.
3. Many policy-making posts are excepted from competitive services.
4. Civil servants are well organized and vocal.
5. Residence requirements are reasonably administered, but should be lowered for more categories of employment.
6. Rates of compensation are equal to or exceed that of other jurisdictions and of local commerce and industry.
7. The personnel system is judged, by employees, Board and public alike, more by the quality of the municipal service than by the statistics of the personnel agency (It is regrettable that the Service, by this standard has been found wanting in many respects).:
8. Corruption, malfeasance and conflict of interest do not appear to be prevalent.
9. Veterans, not otherwise qualified, have not been particularly favored.
10. There is a reasonable view toward attendance at professional conferences and other means of adult professional education.

San Francisco Civil Service has been deficient in terms of the declarations of the above report as follows:

The Civil Service Commission (continued)

1. Protective attitudes and practices still reflect the long-past reform era and the unemployment conditions of the depression of the 1930's.
2. Personnel management has divorced itself from City and County management, rather than becoming an integral part of it.
3. There is too close a similarity in the treatment of administrative and professional personnel and that of rank and file.
4. Appointing officers do not have sufficient freedom of choice among qualified candidates. More modern systems have moved away from the "Rule of 1" to a "Rule of 3" or more.
5. There is insufficient mobility for transfer and promotion across jurisdictional lines.
6. Means to eliminate the unfit are either insufficient or employment factors are such that such eliminations do not take place.
7. The overlapping of administrative duties between the staff and the three appointed Commissioners obscures the responsibility of each. The present Commissioner system is not applicable to modern municipal personnel management.
8. The Mayor-Chief Administrative Officer set-up fails to provide the complete mechanism for fulfilling the exacting role of keeping the personnel agency and the operating departments working together.
9. The charter is overburdened with trivial matters concerning the administration of civil service. Many such matters could be handled by ordinance or by rule.
10. There is too little employment of or appointment to high administrative or professional posts from outside the deeply rooted system of promotion from within.
11. The administration of tests is a disarray. The entire results of an examination, also, should be available to the appointing officer.
12. Planning for replacements for retirements is inadequate.
13. The introduction of social issues as a consideration of employment, into the system of appointment and promotion by the merit system, has created a conflict of purpose, so far without resolution.

The Civil Service Commission(continued)

14. There has been an abuse of the "protest" or appeal system with regard to the handling of exams and of dismissal procedures.

General Comments and Recommendations:

1. The Grand Juries of the future are advised to explore, in early January, what maneuvers are being contemplated in the area of salary standardization. Abuses of the past could be prevented if brought early to the full attention of tax-paying groups.
2. If the commission system is to survive charter revision, it should consist of at least five nominees representing a greater cross-section of the people, tax-paying groups and experts in personnel management.
3. In order to meet and minister to the new challenges, the Civil Service System must have a manager who leads rather than dominates, who looks forward rather than backwards, who serves the departments rather than frustrates them, who delegates rather than dictates, and who has the sophisticated skills necessary to fight for and achieve the necessary revisions to the charter. Such a manager also would be able to muster the support needed to bring his own staff up to complement for rendering effective service. We doubt that the incumbent manager has these qualifications.
4. The Mayor's Office should insist upon a wider use of contracting for outside examinations, particularly in view of present conditions.
5. The recommendations that there be created a Department of Employment to include Civil Service, the Health Service System and the Retirement System, often made by other practical observers, continues to have considerable merit and we strongly endorse it.
6. This Grand Jury realizes that many of the above comments and recommendations call for Charter revision. Strong support for these measures must be organized outside of as well as within City Hall in order to overcome the forces of self-servicing and inertia.
7. The Grand Jury was disappointed that its request of the Mayor for an appropriation of \$9,000 to prepare an independent survey of the complexities of the Civil Service System and to make recommendations concerning its reform and renewal probably failed because the employee groups

The Civil Service Commission (continued)

did not know what was contemplated. It is hoped that such a review would be reconsidered, in consultation with employee groups so that a modern Civil Service Administration can be introduced into San Francisco.

Raymond T. Allender

Morris Less

Philip S. Dalton, Chairman

MAYOR

The Grand Jury Committee is pleased to report that in meeting with the Mayor it was much impressed with his attitudes and goals.

Time has proven that Mayor Joseph L. Alioto is deserving of commendation for his aggressive approach and solutions of the many problems which beset him in his first year. His work with minority groups is particularly outstanding.

We do, however, caution the Mayor that the unusually large (16.2%) increase in the city's spending program in his first year in office should not be repeated. Increases on the order of, say, 5% are rather common in business as well as in other city jurisdictions, and will be generally accepted. However, we seriously doubt the willingness of the homeowner and the business operator to buy as much government in the next few years, as the current budget indicates. After all, both groups have an alternative; they can move out of the city. Hence a stable population and employment opportunities are lost.

We suggest to the Mayor that he admonish his departments, boards, and commissions that he shares our concern about the tax burden in San Francisco. He could further indicate that programs and standards of service should be budgeted for 1969-70 on the basis of their absolute necessity rather than their desirability. A further suggestion could be made that unfilled positions be eliminated and provision be made for reclassifications to maintain a workforce that is known to be absolutely essential, rather than simply traditional.

We would further remind the Mayor that when he signed the Annual Salary ordinance in the Spring of 1968 he said he did it reluctantly because he believed that 20% of the increases were not justified. Having in mind that 20% represented over \$1,600,000, we strongly urge that he take such steps as are necessary to prevent a recurrence, or if justified by appropriate survey, to have the indefensible rates rolled back. We also regret the Mayor's refusal to support our request for a much needed study of our civil service system. This subject will be covered at some length in the report on Civil Service.

We also wish to commend the Mayor for his farsighted and forceful support of the concept of a limited multi purpose regional government for the Bay Area. We think it unfortunate that such a forum was not available to him when he sponsored the Commuter Tax program. It may well be that an impartial bay-wide evaluation of city services, not just in San Francisco, but in Oakland, San Rafael and San Mateo could produce long term solutions to the problems of each of the cities.

MAYOR (Continued)

While the committee doesn't agree with everything the Mayor has done or said, the committee further commends him for his efforts in continuing to build the image of our great city.

Michael A. Durkin

Dr. Joseph H. Stephens

Lew Tilin, Chairman

BOARD OF SUPERVISORS

We note with approval that the recommendation of the 1967 Grand Jury of an in depth study of the present charter is being undertaken.

We are hopeful that the enthusiasm for this study will continue and that a concentrated effort will be put forth by the Charter Revision Committee to bring the people of San Francisco an up to date charter.

We urge the Board of Supervisors to keep the pressure on the efforts in this direction until the desired results are obtained.

We commend the Board for its diligent pursuit of acceptable standards in order to make possible the very important Embarcadero Center and the International Market projects. These projects will not only provide thousands of badly needed jobs for our building tradesmen but they will contribute heavily to the perpetuation of San Francisco's eminence in West Coast management and finance. We also note that many of the troublesome and restrictive aspects of the new Downtown Zoning ordinance are being or have been worked out.

However, we decry the lack of progress in the solving of our transportation problems on the streets of our city. The so called Freeway revolt of 1965 cost our community some \$300 million in needed jobs. But it also left us with a gigantic traffic problem while at the same time apparently depriving us of the means of solution, namely money. It is the view of the Jury that a new start must be made to find an acceptable solution to the problem of internal circulation within the city on a grade-separated basis as well as to take care of the through traffic. Time is running out and so is space on our city streets.

We were pleased that your board thought well of our suggestion early this year regarding the custody of funds of ABAG (or any other agency handling funds of more than one city and/or county). We note that as a result of your action these monies are now domiciled with the County Treasurer of Alameda County and are subject to all of the controls and protection traditionally provided by State and local statutes.

We would like to remind the Board members of the Mayor's comment in signing the current salary ordinance, namely that 20% of the increases were not justified. This equates to over \$1.6 million. We urge more restraint in the next annual proposal as taxpayers may--and should--protest any similar million dollar gratuity.

BOARD OF SUPERVISORS (Continued)

Having in mind that the spending program approved by your board for fiscal 1968-69 is up 16.2% over last year, we were surprised to see the board create several additional positions in your own offices for which the need did not appear to be demonstrated at least to the taxpaying public. We believe San Francisco is facing a grave tax situation, and we believe, as we have previously indicated in our report to the Mayor (see Page 11) that drastic measures are indicated. The best way to avoid the painful process of adding taxes is not to appropriate the funds in the first place.

Michael A. Durkin

Dr. Joseph H. Stephens

Lew Tilin, Chairman

DEPARTMENT OF PUBLIC WORKS

The Department of Public Works has these major responsibilities: (1) maintenance of streets and sewers, (2) maintenance of public buildings, (3) determination of building specifications, and (4) issuance of building permits.

The committee has studied these operations through interviews with Director S. Myron Tatarian and his staff, inspection of routines and sample cases and analysis of reports. We conclude that the work is conducted with a high level of efficiency in the overall, but some improvements in job scheduling and office location may be in order. These have to do primarily with street repairs and locations of the architects and engineers' quarters.

One frequent complaint which we investigated was the length of time involved in issuing building permits. We find that in most cases the delays are caused by incomplete or faulty specifications submitted by applicants. When this happens the plans are shelved until the necessary corrections are made by the architect or engineer involved. Strict compliance with required standards is particularly important in San Francisco because of the earthquake hazard. Work conflicts often delay making the necessary corrections by weeks and even months.

A previous factor contributing to delay has been corrected. This involved a change in zoning laws made on July 10, 1964 when the number of units on a given lot was reduced. Prospective builders then flooded the department with applications in order to beat the deadline. A heavy backlog resulted requiring two years to clear up. The situation is now normal and permits are being processed without undue delay insofar as departmental procedures are concerned.

The committee offers the following recommendations for the department's consideration.

RECOMMENDATIONS

1. Install a two-way radio communications system with trucks used in street maintenance. At present trucks must return to the repair yard for new work after completion of the original assignments. This involves too much unproductive time for travel and, late in the day, unnecessary layovers. A two-way radio system would increase productive work time and reduce waste.

2. The Bureaus of Architecture and Engineering work hand in hand, yet their offices are inconveniently separated, one at 45 Hyde Street and the other in City Hall.

DEPARTMENT OF PUBLIC WORKS (Continued)

Recommendations (Continued)

Consolidation of these two offices in one location would reduce time for travel and joint consultations.

3. The department maintains a full crew of union electricians, plumbers, carpenters, steam fitters and other trades specialists. In addition to its own operations, it performs these functions for certain other city departments, such as the Board of Education and Real Estate. Since the Sewer Department and Water Department often work on the same job site with parallel crews. Study should be given to the savings possible through merger of these maintenance services. In the same connection, public convenience would be enhanced through joint scheduling of projects requiring street excavations such as water, sewer and street railway. Too often the pavement is barely dry when it must be broken open again. We feel the same degree of cooperative scheduling of street work should be done between city services as is now being done with public utilities.

4. Many conflicting viewpoints are being aired about the Embarcadero Freeway. There is little argument, however, on the fact that this route is an essential one. More than 40,000 vehicles use it daily. The protest of being an "eyesore" from a few vantage points is understandable, but this is certainly not a majority view. In time, we suspect that proposals to demolish the freeway will diminish as the completed structures of the Golden Gateway, International Market Center and Rockefeller West Projects come into being. These will dwarf the freeway and alter the perspective considerably. Any move now to raze the overhead freeway seems premature and ill-advised. We suggest deferring decision until the new waterfront skyline takes shape. In the meanwhile, we further suggest some new approach to the city's grade-separated traffic system to break the present bottleneck.

Committee on Public Works

Jerome Salomon

Irwin J. Sprott

Harold Goodman, (Chairman)

PARKING AUTHORITY

The Parking Authority is charged with the responsibility of developing adequate off-street parking. This is a difficult problem in all metropolitan centers today, as the number of vehicles on the road continues to grow, and in San Francisco a particularly vexing one. The limited geography of the city, and its entrenched position as the commercial center of the West, and its world-wide reputation as a haven for tourists are factors which consume parking spaces faster than they can be developed.

Parking provided by the Authority usually defrays the cost. This occurs when the facility is financed by a non-profit corporation, with ultimate ownership reverting to the city. Parking meters installed in neighborhood lots are also revenue producers. Numerous new sites for city parking are under consideration. Each requires careful study before adoption. Considerations involve financial feasibility, conformation with the master plan, approval of the planning commission and final sanction of the board of supervisors. The most critical areas appear to be the vicinity of Bush, Pine and Kearny streets and the Aquatic Park - Fisherman's Wharf area.

There are some welcome signs of progress. During the past year a total of 871 parking spaces have been provided by the Authority, 850 of them in the Japanese Cultural & Trade Center in Western Addition and 21 in Eureka Valley. During the coming year 694 additional stalls will be completed including 165 in North Beach Garage, 296 in the expansion of the Fifth and Mission Garage, and 15 in Bayview Parking Plaza. Land acquisitions are in process for two additional off-street parking lots providing 52 stalls. These are the Excelsior Parking Lot, Norton and Harrington streets, and West Portal Parking Lot #2, Claremont and Ulloa streets.

RECOMMENDATIONS

1. One of the sites being considered for a parking lot is in the Haight-Ashbury district, a deteriorating neighborhood. We urge caution before any commitment. The future of this area for development is being discussed with various city agencies and decision on the parking lot should be deferred until that determination is made.

Parking Authority (continued)

2. The completion of the Bank of America building and other large structures in the financial district will present a most acute parking problem there. There is some guess work as to how much the completion of BART will help alleviate the problem. Current estimates range from 2% to 10% shifting from auto to mass transportation. Clearly, this range is not going to provide total solution. We realize the Authority is alert to this but we urge it to join with other agencies in vigorous action to find the answer.

3. One of San Francisco's top tourist attractions is the Aquatic Park - Fisherman's Wharf area. The parking situation is intolerable and steadily getting worse. Several sites are being considered and we urge a high priority be given to completing this project.

4. The Authority is to be commended for its joint work with the Housing Authority in developing the air space over the garage at 21st and Bartlett streets. With available land at a premium, this is an excellent example of city agencies working together on making maximum use of our ground. We recommend that the extension of this practice to other areas be vigorously pursued.

We compliment the Parking Authority on the progress they have achieved and their appreciation of the urgent need for finding answers to the questions ahead. It appears to us that the Authority members, the director and staff are able and dedicated and well qualified to cope with the situation.

Philip S. Dalton

Harry Liss

Irwin J. Sprott, Chairman

CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer, whose responsibilities are the proper operations of such departments as the Purchasing, Real Estate, Public Works and Public Health appears to be functioning in the best interests of the City and County of San Francisco, and for this reason the committee has no further comments as to these departments.

We do, however, continue to have reservations about the handling of election returns by the Registrar of Voters office. The past few elections have produced lengthy delays in reporting and have at times brought into serious question whether our total traditional dependence on the accuracy of the reports is justified.

We note favorably that the Tax Collector's function is apparently proceeding efficiently and effectively. The delinquency rate was at 1.363% on June 30. This is rather surprising when it is considered that a large increase in assessed valuation accomplished last year substantially increased the tax burden of many of our people. San Franciscans traditionally have been among the top performers in the promptness of payment and the very low foreclosure rate. We are happy to see it continue.

However, in spite of the promptness of payment of real property taxes, we are not overlooking the painful aspect of the problem. We strongly recommend to the Chief Administrative Officer that he admonish the department heads under his jurisdiction in the same manner we have suggested for the Mayor (see Page 11)

Michael A. Durkin

Dr. Joseph H. Stephens

Lew Tilin, Chairman

SAN FRANCISCO FIRE DEPARTMENT

The San Francisco Fire Department is, in this committee's opinion, one of the finest and most efficient in the nation. Steeped in tradition, yet as modern as today, the department includes in its assets two natural advantages: hills and water. There is plenty of both. The former provide gravity pressure to the hydrants, minimizing the use of pumps. The latter is in ample supply. If fresh water should ever give out, there is plenty of the salt variety around. In fact, one of the luxuries of the system is a stand-by pumping plant for Bay water at the foot of Van Ness Avenue. It can be triggered into action in minutes, although the necessity has not occurred thus far.

Natural advantages alone, however, are not sufficient for an efficient service. That requires skilled crews and leadership. Both are present in marked degree in the San Francisco department, which is headed by a chief who has inspired high morale, efficiency and dedication among its members.

Insurance Rating:

San Francisco at this time is in a "Class Two" insurance group rating. This is high and it means that fire insurance rates on all properties in the city are lower than most major cities. There are some rigid requirements for holding this preferred group rating. We are possibly vulnerable in only two categories: waterfront protection and equipment replacement. Here is the situation:

Single Fire Boat - the Phoenix:

The insurance recommendation is one boat for the first mile of waterfront and another one for the next three miles. San Francisco has eight miles of waterfront. We have one boat, but should have a minimum of two. It takes the Phoenix approximately 30 minutes to travel from its central location near the Ferry Building to either Fisherman's Wharf or Hunter's Point. A recent check showed 25 minutes to reach a fire on Pier 42. Should two fires break out on the waterfront at the same time we would have inadequate protection from the bayside and the consequences might be serious. With the return of the port from state to city ownership, the responsibility will be ours alone. We recommend a second fire boat.

SAN FRANCISCO FIRE DEPARTMENT (continued)

Equipment Replacement:

The amortization program, recommended by underwriters, calls for replacement of all equipment in 20 years. To accomplish this the department over the years has consistently followed an annual program to replace equipment that has passed this age with new equipment. For example, each year two triple combination pumper and one aerial ladder have been added to the department. The new pieces are then moved into the potentially dangerous, high value areas and the older equipment to the outlying or less hazardous areas. This year the cadence was interrupted because the budget was slashed by the Fire Commission.

Last year's equipment replacement budget was \$193,860. This year only \$66,500 was allowed by the commission, even though \$170,000 was requested. We are therefore behind the amortization program and the penalty will be doubling up on equipment purchases in future years at higher prices. While chopping off nearly two-thirds of the equipment budget, the commission saw fit to authorize an additional \$1,147,000 for increased wages, four weeks vacation and reduction of the work week. With the tragic lesson's of the city's early history, our committee feels that fire safety is too valuable a commodity to be placed on the bargaining table. We recommend that the budget cut for equipment purchases be restored.

False Alarms:

Approximately one-third of all fire alarms turned in today are false. Last year there were over 10,500 false alarms. They are now running at the rate of 12,000, an all-time high. They are costing the taxpayers \$1,200,000 per year. This is an intolerable and dangerous situation as equipment responding to a false alarm is not readily available for a real emergency. The committee appreciates that a great deal of time and effort is being devoted by both the fire and police departments to this matter, but hopefully suggests further intensification of these efforts. Most of the false alarms originate at fire boxes, rather than the telephones. The critical times and high incidence locations are known. We understand a device called the "aerosol alarm alerter" is available for \$70 each. We recommend a test of this device at a few box locations in critical areas. If it proves of value as a deterrent, the trial could be generally expanded. Another benefit might be the awakening of public recognition of the problem with the resulting cooperation of nearby citizens in identifying the culprits.

SAN FRANCISCO FIRE DEPARTMENT (continued)

Rock-Throwers and Snipers:

It is difficult to understand why firemen who are trying to protect property and lives, often at the risk of their own, should be targets for rocks, bottles and even bullets. Yet this is the case. The outrageous acts are on the increase. Our committee feels firemen are entitled to police protection at every fire they respond to, particularly in critical areas. Also, special protection should be given the men working in the Central Fire Alarm Station. This is a favorite location for snipers. The men in the station are open targets for rifle fire. We recommend that a reinforced concrete wall be built inside the gate, high and wide enough to protect the dispatcher from bullets at any angle.

We again commend the chief and his staff for their unwavering performance in giving San Francisco an excellently run fire department.

Thomas W. Finigan

George M. Foster

Jerome Salomon, Chairman

HUMAN RIGHTS COMMISSION.

It is the considered judgement of this committee that the Human Rights Commission is undoubtedly one of the most important Commissions in city government today and for this reason, should receive every consideration possible by city government and citizens alike.

We confirm the opinion of the 1967 Committee's findings that the Human Rights Commission provides a fundamental service and has vitally contributed to the over-all community welfare. We further sincerely feel that with proper support and effective operation, a great deal of difficulty and unnecessary expense to taxpayers could be eliminated or at least reduced.

It should not be necessary for members of the Human Rights Commission, as they do at times, to make personal financial contributions for a related cause. They already have their own program of giving and, in addition, contribute their time and efforts freely for the over-all good of our community in accomplishing commission objectives.

We cite it's director, Mr. William Becker, for commendation in his untiring and dedicated efforts in coping with community problems which at times appear unsurmountable. The committee, therefore, strongly feels that all of the recommendations as set forth in the 1967 report be complied with.

Michael A. Durkin

Dr. Joseph H. Stephens

Lew Tilin, Chairman.

ECONOMIC OPPORTUNITY COUNCIL

The Committee was unable to obtain an interview, after several attempts, with the Council and for this reason would rather abstain from comment. What it thinks is another subject.

Michael A. Durkin

Dr. Joseph H. Stephens

Lew Tilin, Chairman

PUBLIC UTILITIES COMMISSION
SAN FRANCISCO MUNICIPAL RAILWAY.

The assignment of the Public Utilities Committee of the San Francisco Grand Jury involved reviews of the Public Utilities Commission and its four departments -- San Francisco International Airport, the Hetch Hetchy Water and Power System, the San Francisco Water Department, and the Municipal Railway.

These departments, with slightly over 4000 employees, represent about 1/4 of the annual budget for the City and County of San Francisco. The departments are all self-sustaining, with the exception of the Municipal Railway.

The Public Utilities Commission is composed of an outstanding group of San Franciscans including: William E. McDonnell, President, Vice President Oliver M. Rousseau, Richard N. Goldman, Joseph J. Diviny and H. Stephen Chase.

The members of the Commission, appointed by the Mayor, make policy decisions dealing with the above-mentioned departments. These policies are administered under the direction of James K. Carr, General Manager of Public Utilities.

The Municipal Railway is in trouble. Its rolling stock, its shops and shop equipment, and some of its ways and structures, are badly deteriorated and badly in need of replacement.

The \$51 million non-profit corporation, formed to purchase rolling stock for the Municipal Railway, has been approved by the Utilities Commission and we assume, the Mayor. Specifications for new buses are being prepared in cooperation with the corporation. The corporation is also currently seeking essential tax-exempt status for the corporation's bonds from the Internal Revenue Service in Washington, D. C.

The Municipal Railway operated with a \$9.4 million deficit during fiscal year 1967-68 and its anticipated deficit for the current fiscal year is approximately \$18 million -- primarily because of provision for financing initial phases of the so-called non-profit program.

Perhaps the Commission's greatest responsibility at this time is to expedite its plans for modernizing the Municipal Railway, which is more vital to San Francisco than any transit system in the United States. The economic health of any city is immediately affected by the caliber of the transit service it has. San Franciscans, having the second highest per capita use of public transit in the

PUBLIC UTILITIES COMMISSION (continued)

San Francisco Municipal Railway (continued)

nation, are therefore more dependent for personal and business accommodation.

We suggest that, since money is one of the few real solutions to the present deplorable state of the Muni, the P.U.C. and the Board of Supervisors raise the fares on the system at the earliest date consistent with the provision of new buses. We recommend increases as well in the student fares and that so-called senior citizen fares be considered in the light of such noble experiments tried elsewhere.

We believe along with every major utility operation in the United States that the trolley coach is an anachronism and should be abandoned. Its unsightly overhead wiring, its constant "losing the trolley" causing traffic obstruction and delay, its higher operating cost---all of this combined with the fact that it is no longer mass produced in any factory in the world---certainly suggest re-appraisal. San Francisco already has one valuable item of memorabilia in the cable car (which we fully support) but we suggest that our overburdened taxpayers cannot afford another one.

Further, as to the cable car system we compliment the management and commission on the attention it has paid to the cable car system. However we share its concern about the safety of the riders and the operators. We suggest that one or more nationally known organizations (like Westinghouse) be asked to research a better braking system than that which has been basically in use since the 1850's. Secondly, we believe that the cable car gripmen should become an "elite corps", perhaps with a distinctive uniform but more important, special recruitment, training, and most important, premium pay. This job is not just a science, but an art and should be so considered. It is possible that the pay item could be offset fully by a reduction in claims and if not, by creation of a Cable Car Rider's Souvenir ticket at a premium rate. Regular riders could be accommodated with a commute ticket or token system.

Inasmuch as we consider the Muni rehabilitation to be of such serious and urgent priority we have broken it out of the remainder of the utilities which we will discuss later in a combined report.

The Municipal Railway has been a neglected stepchild for many, many years and we know its deficiencies cannot be corrected overnight. But the job should now become the Commission's Number one obligation.

T. Wade Finigan

Harold Goodman

Raymond T. Allender, Chairman

SAN FRANCISCO POLICE DEPARTMENT.

The San Francisco County Grand Jury is cognizant of the unparalleled turmoil and upheaval threatening the cities of our nation. Unfortunately, San Francisco is not an exception. During the past year we have seen two major disturbances of riot proportions; Also the shooting of San Francisco firemen, the bombing of the Richmond Police station, the attempted bombing of Park Station, and the shooting at Taraval Station. Apparently these acts are being committed by militant extremists bent upon the destruction of our form of government.

The general crime rate in San Francisco has risen dramatically. All segments of our society are perplexed by this problem and total solution seems elusive. Yet, there are some plus factors.

The need for a proficient and expert police force is quite evident. We are fortunate to have one of the finest departments in the nation under the direction of a Chief who has won national prominence and is recognized by top enforcement authorities as the outstanding Chief of Police in America today.

During the past year, the Grand Jury has paid particular attention to the street prostitution problem. We are encouraged by the marked reduction of these arrogant and insulting individuals from our streets. We note the correlation of this reduction and the jail sentences imposed by the judiciary. However, this problem has not been eradicated and we call upon the Police Department, the District Attorney's Office, and the courts to resolve this disgraceful problem.

The San Francisco Police Department enjoys an unsurpassed rapport with the State and Federal Narcotic authorities. Our Police Narcotic Unit is an efficient and well administered organization. Regardless, the narcotic violations have risen at an alarming rate and rising with it the destruction of human lives. We strongly urge the State Legislature to enact stiffer and more prohibitive sentences upon the professional pushers.

We are greatly encouraged by the effectiveness of the Community Relations Bureau and commend the Bureau leadership and staff for their significant contribution toward community harmony and mutual understanding.

The Grand Jury has observed the Police Department's Tactical Squad and wishes to give special recognition to this unit. It is composed of 35 men under the command of a lieutenant.

San Francisco Police Department. (continued)

In addition to its crowd control capabilities, the squad is a mobile emergency force able to handle any situation and has effected over 1,500 arrests through 10 months of this year.

To further strengthen the department, we make the following recommendations:

1. RECRUITMENT:

This continues to be a pressing problem. New recruits are not forthcoming in the number needed to fill the 65 existing vacancies. One deterrent is that a new officer faces 12 years of night work. We recommend premium pay for night work.

Also, elimination of the one-year requirement for state residence would open a wider market for recruiting. We recommend that action to this end be initiated by the Civil Service Commission.

2. MANPOWER.

With the manpower shortage, the deployment of all available and qualified personnel from "civilian type" to front-line police work is a prime concern. Much has been done along this line but more can be done. For example, civilian personnel could replace some patrolmen assigned to the traffic unit and others who are engaged in non-police activities. This would make more officers available to the district stations.

In the same connection, the Grand Jury has previously recommended merger of the City Prison with the County Jail System. We urge speedup of this merger as it will immediately free City Prison guards for street patrol.

3. EDUCATION.

Education is vital to the continued success of the law enforcement agencies and to further increase the effectiveness of our Department, we recommend:

- A. After serving the probationary one year, the officer be returned to the Police Academy for additional courses he will more fully comprehend because of his experience.
- B. That points be given on promotional examinations for college units related to the police profession.
- C. That leadership abilities be taken into consideration on promotional examinations.

San Francisco Police Department (continued)

4. REORGANIZATION OVERDUE.

The Police Department is in dire need of reorganization. Specifically, a practical chain of command must be instituted relieving the Chief from taking direct reports from various units. Assistant or Deputy Chiefs should be on duty 24 hours a day to provide the supervision and decision functions that are vital. The current structure is restrictive to the point of hindering and depriving the department of the progressive innovations so necessary today.

Raymond T. Allender

Michael A. Durkin

John R. Hermann, Sr., Chairman

ASSESSOR

The Office of the Assessor completed a tremendous amount of work during the calendar year of 1968 in continuing the program laid out by Assessor Joseph Tinney when he assumed office in June of 1966.

The Committee during their visits to this office inspected the physical surroundings and spent considerable time with Assessor Tinney in discussing the continuation of his plans and their finalization.

The Committee noted that the 1968-69 \$2,000,000,000 Assessment Roll represented a net increase of approximately \$27,000,000 over the previous year's roll. The net increase would have produced a tax rate reduction between 20¢ and 25¢ if the entire City and County expenditures had remained at the 1967-1968 budget levels.

A significant increase in the workload of the Assessor's office resulted from the first year's operation of the Assessment Appeals Board created by ordinance of the Board of Supervisors. Approximately 7,625 applications for the assessment reductions were filed with the Appeals Board representing 10,566 parcels of property. Processing of these appeals and the required attendance of appraisers at Assessment Appeals Board hearings imposed a further strain on the limited appraisal staff, but the office carried these responsibilities in an entirely professional manner. However it is anticipated that the volume of appeal cases will be substantially less next year.

The Office continues to make substantial use of E.D.P. facilities of the Controller's office. During last year the office was the first Assessor's office in the nation to use the computer in the mass appraisal of 67,000 parcels of property. During this year there was a continued use of E.D.P. involving changes in the Roll on ownership, situs, valuations, real estate statistical file and mailing addresses. In addition some visual display units for direct inquiry of property data via the computer were installed in the office area.

In 1968 Assessor Tinney processed assessments of more than 36,00 small business personal property declarations with the aid of computer equipment. The result of this innovation meant savings to these businessmen in time, money, and effort; and it also permitted the Assessor to make maximum employment of appraisal personnel for the more exacting work of auditing businesses reporting full cash values of \$50,000 or more.

ASSESSOR (Continued)

The computer was used for the first time to inform San Francisco residents about their personal property taxes on furniture, appliances, and personal effects in the home. This replaced the practice of having questionnaires handed out door-to-door at residents which then required taxpayers to complete the questionnaires and mail or deliver them in person to the Office of the Assessor. This is certainly a more efficient and economical method.

During the year the Assessor testified in Sacramento at Legislative Committee Meetings in support of property tax relief for senior citizens, the abolition of tax on household furniture and furnishings and the establishment of a lower assessment ratio for homes as distinguished from that on commercial and industrial property.

In keeping with his policy to keep property taxpayers informed, the Assessor mailed assessment notices to all assessees although State law permits him to limit such notices to those whose properties received an assessment increase during the year. The number of assessment increases to owners of single family homes were relatively few. However we do have a recommendation on this subject.

With the approval of the Board of Supervisors, the Office has this year contracted with the State Board of Equalization to audit 90 firms who do business in San Francisco though they keep their books and records in out-of-State cities. The Assessor's own staff will conduct approximately 200 additional "remote" audits.

RECOMMENDATIONS:

Assessor Joseph Tinney continues to place emphasis on the importance of modernizing his office and procedures. This work of rehabilitating the office should receive such funds as can be prudently used to complete the program in order that the office will present a more pleasing atmosphere to the visiting public and a more efficient work center for the employees.

The Assessor has a permanent staff of 133 employees which is the lowest number employed in twelve (12) years. He is to be commended for his successful efforts at economy in his office. If additional funds will in any way increase the City's income appreciably, then added funds should be provided.

ASSESSOR (Continued)

While we appreciate the desirability of keeping the citizens informed on their assessments, we question the prudence and economy of sending notices to all property taxpayers although only a very few assessment changes were made. Couldn't this unnecessary expense be eliminated as permitted by State law by simply making public announcements that if you do not receive a notice, your assessment is unchanged?

We commend the Assessor and his staff for their diligence and dispatch in dealing with the massive reappraisals required by enactment of AB 80 and for their generally progressive and effective administration.

Harold Goodman

Morris Less

Mrs. Eva E. Purcell, Chairman

REDEVELOPMENT AGENCY

This agency was created under State law and is funded two-thirds by the Federal Government and one-third by the City of San Francisco.

The Grand Jury does not have investigative powers respecting this Agency but we have had the full cooperation of the Agency and its staff.

A Federal audit is provided periodically.

When an area has been selected for redevelopment by request of property owners, approval must be given by the Planning Commission and Board of Supervisors. It then becomes the responsibility of the Redevelopment Agency to acquire the property, arrange for either demolition or preservation of any existing building that may be susceptible of rehabilitation; for instance, to preserve the traditional architecture. The Agency then assists in the preparation of plans for the renewal of the area. Redevelopment involves large sums of money, a great deal of social and financial planning and careful implementation of those plans.

One of the most important of these functions, and certainly the most sensitive, is the relocation of people living in the areas that are to be redeveloped. Federal regulations provide only that these individuals be given housing of equal quality. As a practical matter relocation must go far beyond this regulation. Individuals residing in rundown areas have a natural reluctance to being uprooted from their familiar surroundings, from relatives and friends and moved to other sections even though the replacement facilities may be superior.

Relocation must be done by a trained staff sensitive to human dignity.

This function has been recently taken over by the Mayor, who requested and was provided by the Board of Supervisors with \$300,000 to fund the operation in his office. This amount of money provides for -- in addition to relocation expense -- a rent subsidy, the individual amount to be determined after an investigation by the staff.

Rent subsidies have always been a sensitive subject with taxpayers. It may be argued that rents are presently paid through the Welfare Department. However, a direct local rent subsidy authorized by the Board of Supervisors is a new concept. At present subsidies will be terminated after 18 months, however, the spectre of extended local subsidies looms on the horizon.

Redevelopment Agency (continued)

Medium to low cost housing is one of the objectives of redevelopment. This is one of the extremely critical problems of our city (or any city for that matter). It is estimated that more than half of the new (almost 11,000 housing units) provided in the renewal areas will fall in this category.

Even though land is provided at a nominal cost it is difficult to see where such housing can be furnished because of the rapidly accelerating building trade wages, which will go higher in succeeding years. This might call for additional rent subsidies which would be exceedingly unpalatable to the taxpayer.

We urge the consideration of prefabricated module type units to reduce the cost of housing so that it may be placed within the reach of those within the lower income groups. This will involve continuing review and possible changes to the San Francisco building codes, and perhaps negotiations with the building trade unions to secure their cooperation.

One of the significant new developments has been the training and employment of youths from the redevelopment area to perform such work as surveying, carpentry and salvage. Social services such as child care programs, senior citizen activities, job counseling are provided by the New Start Center.

New Federal regulations provide annual financing instead of long term financing. This could create serious problems. The new program requires that the local one-third share of the cost be under contract or in place at the end of each budget year. Heretofore it was only necessary that commitments be made by the City Agency involved, namely departments concerned with utilities, or schools by Department of Education. We urge that the Federal Government be requested to review and modify this requirement.

A new land pricing policy as low as \$500.00 per unit to assist low cost housing is under consideration. This lower cost land would be a definite assist for the very much needed low to medium cost housing.

The increased taxes after redevelopment have been most gratifying. A total of four areas indicate the increase in tax revenue of approximately \$3,700,000 annually. When completed the estimated increase -- two projects have not reached construction stage -- would be approximately \$31,000,000 annually. Some of the increase in tax revenue from the Golden Gateway Project is to be used to finance the Davis Street Station as a part of the BART System. Also, extra tax monies from redevelopment areas are proposed for relocation assistance.

Redevelopment Agency (continued)

This would appear to be necessary -- as a matter of expediency-- to relieve a desperate BART financial situation. It is hoped that this will not establish a precedent for future allocation of tax revenue for specific projects. We recommend that such tax money allocation (in fact taking it off the top of tax collection) be thoughtfully if ever used again.

Six projects are presently in development, two in planning --Yerba Buena Center, Western Addition A-2, Golden Gateway, Diamond Heights, Area 1A Western Addition and Chinese Culture and Trade Center. All are progressing satisfactorily. The Diamond Heights project received a temporary setback with the partial withdrawal of the General Electric Co., occasioned by an impossible financing situation.

Hunters Point and Butchertown are in planning. Community participation in the Hunters Point project involves 43 different organizations who are actively working to develop an area which will reflect their involvement. This is an excellent example of cooperation between groups to provide a redevelopment which will be meaningful to the citizens of the community.

Another excellent method of community involvement is the recent awards of Certificate of Merit to homeowners in both Western Addition Redevelopment Areas who rehabilitated their homes to preserve the traditional architecture. This approach should be more actively supported by all agencies including building trades and lending institutions.

In spite of San Francisco's long history with redevelopment, having been one of the first agencies created in 1948, there is no total answer to the social and economic problems of the poor within the cities of this nation and particularly in land-poor San Francisco. Ways must be found to develop appropriate attitudes and housing near jobs where they exist -- this means in large part outside of the cities themselves. This problem calls for regional statesmanship of the highest order.

Mr. Justin Herman and his staff have a difficult task, often highly controversial. They are performing their duties ably, with patience and dignity. We commend them.

Philip S. Dalton

Harry Liss

Irwin J. Sprott, Chairman

FINANCE AND RECORDS DEPARTMENT.

Our committee's investigation of this department included personal interviews and group discussions with section heads, field tours and equipment inspections. Activities covered were the County Clerk-Recorder, Public Administrator-Public Guardian, Registrar of Voters, Tax Collector, Sealer of Weights and Measures, and the Agricultural Commissioner.

The insight we gained into the inner workings of our city and county government was a rare experience. With one major exception, we were pleased with what we saw. The exception was the use of electronic computers for tallying election results.

THE TARDY COMPUTER:

Our committee paid particular attention to this equipment because of its malfunction at the time of the primary election last June when approximately three days were required to obtain the final election results. The average under the old manual operation was about three hours. We were assured that the difficulties were isolated and, with additional practice, good results could be expected in reporting the November 5th general election. Such was not the case. Approximately 12 hours were required for the final tally. This is shameful.

Various causes have been advanced for the delay, including errors and omissions by temporary help, inadequate programming by supervisors and equipment breakdowns. Without exploring these further, the committee feels it's time for a change back. We should not risk a third failure. Two strikes are enough in this electronic age when machines are supposed to function perfectly. If human errors are the bottleneck, we are not ready for the machine. Computers do not correct - they simply reject. Humans are better able to cope with human mistakes. We advise the Registrar of Voters, Basil Healey to give up on the computer and return to the old tried and true method of vote counting. After all, getting election results before midnight was not a bad performance.

SOME OTHER FINDINGS:

The committee was interested in storage facilities for city and county records. Storage sites included 930 Bryant Street, the Municipal Railway Carbarn on Geary Boulevard and the Forest Hill Station where microfilms for long-term storage are kept. The Bryant Street location will shortly be abandoned in favor of new quarters at 144 Townsend Street.

Finance and Records Department (continued)

Some Other Findings (continued)

We noted in the County Tax Collector's department that some of the office equipment is obsolete. We suggest that replacement with modern apparatus would decrease operating cost and increase efficiency.

The Commissioner of Weights and Measures is concerned with protecting the public from fraud. The procedures appear sound and the testing equipment adequate for this purpose. One new procedure planned is electric sub-meter testing for checking the amount of electricity supplied to commercial users.

The Farmers Market shows the result of good training and capable management.

John R. Hermann, Sr.,

Lew Tilin

Dr. Joseph H. Stephens, Chairman

PARK AND RECREATION COMMISSION.

This department, which is so important to the citizens of San Francisco and widely known to visitors to our city, leaves much to be desired in the opinion of the Grand Jury.

. The former general manager resigned on a retirement-sick leave basis, June 1968. No organized plan to replace him was provided for. This being such an important department, steps should have been taken immediately to recruit a top executive, rather than acting manager who, though most qualified, was simply asked to fill in on a temporary basis many months ago and who himself is anticipating an early retirement.

This department, although headed by a formidable group of commissioners, has allowed almost every phase of its activities to degenerate to a deplorable condition.

FLEISHHACKER ZOO

Lack of funds has allowed our zoo to deteriorate from a potentially outstanding civic attraction to one of second rate status. The zoo has a lack of manpower for simple items as cleanup and gardening. Equipment is in horrible shape and city repair services are not able to maintain equipment required for normal operation.

With the zoo being such a potentially outstanding part of San Francisco, it is suggested the Mayor and Board of Supervisors recognize the need and supply ample funds from charges for admission to the zoo. The largest percentage of visitors to the zoo are outsiders and a reasonable admission fee need not create hardships to citizens of San Francisco. Certain poverty groups and resident children should be admitted free or at low cost. Studies have been made by the Commission on this subject but they have repeatedly put off a decision to create this policy which in our . opinion is in the best interest of the citizens of San Francisco.

MUSEUMS:

The San Francisco museums: De Young, Palace of Legion of Honor and the San Francisco Museum of Art leave much to be desired. Trustees handling these projects have allowed these potentially meaningful projects to become less satisfying than San Francisco deserves.

Park and Recreation Commission (continued)

Museums (continued)

The handling of the important Brundage collection has incensed its donor to threaten to move the collection from San Francisco. It would be well to review our museums with a group of authorities whose objectives are art and the interest of the city instead of society and social matters. Perhaps we should consider having just a single board for all three museums.

The Palace of Fine Arts, although now beautiful in exterior and grounds, in the words of a Park and Recreation Commissioner "is a lemon." The 120,000 square feet are just not being put to use. A committee to study practical ways and means to use this facility should be created by the Mayor and the Park and Recreation Commission.

YACHT HARBOR

Our famous yacht harbor leaves much to be desired. Owners who pay the city to dock their boats have the basest of facilities. There is no place to eat, no place to obtain gasoline or other fuels, no public toilet facilities. Boat owners must leave San Francisco to obtain the adequate facilities. This is wrong. The State government allowed San Francisco monies to build Gas House Cove with a provision that revenues from public restaurants and gas and dock facilities be used to repay the loan. None of this has been done. The State government is entitled to the fulfillment of our commitments.

GOLF FACILITIES AND FEES

It is recommended that a moderate increase in the fees at the six municipal golf courses be made, including licensing of San Francisco residents. This would provide them with priorities in obtaining reservations to play on weekends. Non-resident fees should be commensurate with costs.

PERSONNEL

The Park and Recreation Department has problems in their efforts to recruit proper personnel. We suggest that the Park and Recreation Commission and the Mayor look into the matter of lack of assistance by the Civil Service Commission in efforts to recruit personnel to fill openings long available in this department.

EQUIPMENT REPLACEMENT PROGRAM:

The annual reductions in the department's budget leaves many parks and recreational facilities in a state of unsightly and unsafe unrepair. For example simple elementary needs such as lawn mowers and other equipment are either in a state of disrepair or manpower to repair same is not available. Also limited is maintain-

Park and Recreation Commission (continued)

Equipment Replacement Program (continued)

ence and repair of building and structures, including lumber for benches and building repair, due to vandalism. We recommend an orderly replacement program be instituted.

CANDLESTICK PARK VERSUS DOWNTOWN STADIUM

The Grand Jury finds the proposed downtown stadium project to be unnecessary uneconomic and wholly unjustified by the facts in the case.

SUMMARY

To summarize, it is the opinion of this Grand Jury Committee that this important department of San Francisco is sadly in need of complete reorganization in both management and objectives.

ELIMINATION OF COMMISSION

We further recommend to the Charter Revision Commission that they consider the elimination of the Recreation and Park Commission making the departmental executive responsible in fact to the Mayor.

Raymond L. Luckel

Mrs. Eva E. Purcell

Harry Liss, Chairman

ART COMMISSION

This Commission was provided by the 1932 City Charter and is made up of ten members - 3 laymen, 1 artist-painter, 1 artist-sculptor, 1 musician, 1 litterateur, 2 architects, and 1 landscape architect. There are five (5) ex-officio members from various City Departments.

The aim of the commission is the beautification and the advancement of the cultural life of San Francisco.

It sponsors the "Pops" symphony orchestra, the outdoor arts festival, the municipal band and the twilight concerts. More recently a neighborhood arts program has been instituted. This provides for consultation and assistance for neighborhood groups in all sections of the City. From February to August of 1968 more than fifty groups had been provided consultation and service. The materials supplied by the Neighborhood Arts Program include a sound equipped mobile theatre, complete with piano, curtains and folding stage, panels, tape recorder, phonograph, projector, publicity (in the form of press releases, fliers, and posters) and general mimeograph facilities. The Neighborhood Arts Program is also able to provide funds for performers and, occasionally, for the printing of posters. This program has been particularly meaningful to the minority groups who can identify with their own cultures and are encouraged to participate in local choral, dance and drama activities.

Art councils and art workshops have been formed in numerous areas of the city to foster and teach the visual and performing arts for adults and teenagers. All of this requires additional funds. The Art Commission budget last year was approximately \$195,000 and a supplementary amount of \$78,000 was requested to finance this expanded program and which has now been granted. Funds expended for this type of activity should provide future dividends in terms of more concerned citizens.

The Art Commission has the right of approval or disapproval of the architectural design of all structures financed by the City.

San Francisco is indeed fortunate in having Mr. Harold Zellerbach as Chairman of this group of outstanding individuals who give unstintingly of their time and talents to insure that the architecture of our city buildings and other structures are an enhancement of their beautiful setting.

Art Commission (continued)

RECOMMENDATIONS:

The neighborhood arts program should be expanded and the budget increased proportionately. Additional funds should be solicited from the Chief Administrative Officer to be derived from the hotel tax.

Price of admission at the several public concerts and activities have not been increased for three (3) years. Prices should be substantially increased to further augment the program.

Philip S. Dalton

Harry Liss

Irwin J. Sprott, Chairman

REAL ESTATE DEPARTMENT

The Real Estate Department is the Real Estate Agent for the City and County of San Francisco and is fundamentally concerned with the acquisition and disposition of real property by the City and County and its several departments. The department handles all sales, purchases, exchanges, leases or acquisitions of land by eminent domain proceedings and when necessary advises certain departments and boards on such matters.

It is recommended by this Grand Jury Committee that a special study be made to properly evaluate the various holdings of Real Estate to determine their best and most profitable use to the City and County. This would also be addressed to the disposition of surplus lands. This also would include suggestions for the leasing of air space over community parking lots and under freeways. Leases and multiple-use methods should be devised so as to produce a greater or a better use of these lands and a better dollar return to the City.

We are aware that a new bureau of Land Management has been formed in the Public Utilities Department to take care of the disposition and use of property under the jurisdiction of the Public Utilities Department, such as, Presidio Carbarn, Kirkland Bus Yard, all reservoirs, etc. It may well be that consideration should be given to merging these functions in one Real Estate Department.

The Grand Jury at this time would like to commend Philip Rezos for a job well done in his thirteen years as Property Director of the City and County.

Jerome Salomon

Irwin J. Sprott

Harold Goodman, Chairman

CONTROLLER.

The Office of the Controller, under the direction of Nathan B. Cooper, was visited by this Committee on several occasions during the year.

The Controller and his staff are responsible for the final accountings of monies, the preparation of the budget and supporting documents, and the processing of information for the conducting of the business of the City and County.

The Controller's office operates an Internal Audit Unit that examines the records and accounts of most of the Departments of the City and County Government. The other departments are serviced in this regard by outside auditing firms employed by the Board of Supervisors. The Controller's office is also audited by an outside C.P.A. firm engaged by the Board of Supervisors.

In reviewing the last yearly report on this office, the Committee was not aware of any difficulties or irregularities. In fact we commend the controller and his staff for their exemplary conduct in office.

Harold Goodman

Morris Less

Mrs. Eva. E. Purcell, Chairman

TREASURER.

The death of a family member opens a most trying and sensitive period in a citizen's life. Also, it is a time when practical considerations demand attention. One of the first needs is ready cash for medical, funeral and related expenses. San Franciscans have reason to feel that the City and County Treasurer is lax in meeting this need.

There are extended delays in opening safe deposit boxes, inventorying assets and appraising property. The cause is manpower shortage in the Treasurer's Office. The 1967 Grand Jury recognized this and recommended the appointment of an additional investigator on the inheritance tax staff. This has not been done. Our Committee renews this request and urges the Civil Service Commission to act on the addition without further delay.

Money is available for another investigator from the \$50,000 annual fund received from the State government for inheritance tax work. The citizens of San Francisco are entitled to better service and we see no reason for hesitation.

A minor problem exists in the Treasurer's office in cashing welfare checks, some of which are fraudulently obtained and endorsed resulting in losses to the City. This condition, however, is general as all other public and private banking agencies are faced with the same problem of proper identification. It will be **covered** in a separate report.

In all other respects the committee found the Treasurer's duties being administered with efficiency and dispatch. We are quite impressed with the caliber of appointments made to the office of Treasurer over the years by different Mayors. Therefore, we suggest the Charter Revision Committee make this an appointive position by the Mayor, subject to approval by the Board of Supervisors in the same manner as the Controller and Chief Administrative Officer, to take place, of course, upon the retirement of Treasurer John J. Goodwin.

Harold Goodman

Morris Less

Mrs. Eva E. Purcell, Chairman

DATA PROCESSING DEPARTMENT.

The Data Processing Department is under the management of Mr. William H. Millard. This department is under the supervision of the Office of the Controller.

This Department has made tremendous strides in applying data processing techniques to the processes and procedures in many of the departments of the City and County. One of the principal applications is the terminal facilities for placing and retrieving information. The activation of these terminal facilities means a saving in manhours for the particular department or departments making use of it. This means that a department can send information to a central file in the Data Processing Center by use of a typewriter-like machine; and it also means that information can be obtained from the central file by the use of this same machine alongwith what resembles a closed circuit television screen.

This Committee was particularly interested in the system presently being developed where all employee records would be maintained at the same location and these records, as far as it would be necessary for each department, would be available to Civil Service, Retirement, and Health Service.

This Committee recommends that this particular program be completed and put into operation as soon as it is practical and possible.

It is the recommendation of this Committee that in conjunction with the Controller, Nathan B. Cooper, that Mr. William H. Millard, Manager of Data Processing, should initiate a program whereby department heads and other interested personnel would be invited to tour the Data Processing Department periodically to become acquainted with electronic data processing methods as they are being applied. It is also the recommendation of this Committee that periodically, perhaps on a quarterly basis, the Data Processing Department should publish a manual which would show in brief form the additional applications.

Harold Goodman

Morris Less

Mrs. Eva. E. Purcell, Chairman

PURCHASING DEPARTMENT.

The Purchasing Department buys all materials and supplies and arranges contractual services for all departments of the City of San Francisco. It also repairs and maintains various items of equipment for all City Departments, except Public Utilities, and operates central stores to handle and distribute materials. It is responsible for buying, selling, and maintaining approximately 3,000 vehicles, used for official City functions.

After various discussions with T.F. Conway, head of the Purchasing Department, it is our recommendation that a new position be created in the Purchasing Department, namely, a Supervisor of Specifications. His duties would be:

1. To analyze and interpret data relating to a standard of qualify.
2. To standardize equipment, materials and supplies...
3. To review long existing specifications, and to develope and modify them in the interest of economy and efficiency.
4. To do research on new materials and products.

An economic review of long existing specifications, particularly those used as a basis for substantial and periodic purchases.

Jerome Salomon

Irwin J. Sprott

Harold Goodman, Chairman

PUBLIC UTILITIES COMMISSION
SAN FRANCISCO WATER DEPARTMENT

The San Francisco Water Department, which is actually one of the first truly regional utility services in the Bay Area, operated during the 1967-68 fiscal year on a \$16.6 million budget. Its total revenues during this period amounted to \$19.9 million. A total of \$4 million in unallocated revenues was carried over from previous years but this has been earmarked for improvements to the System such as the projected San Andreas treatment plant on the Peninsula watershed.

A total of \$3.5 million was allocated to the Hetch Hetchy Water and Power System, a sister agency which diverted almost 60 billion gallons of water from the Tuolumne River watershed through the Hetch Hetchy aqueduct for delivery to the Water Department.

This represents 69 per cent of the City's total customer consumption, the balance being obtained from local streams and watershed runoff in Alameda and San Mateo Counties.

It is interesting to note that of the system wide water consumption average of 235.6 million gallons per day, suburban customers receive 131.1 million gallons as compared with 104.5 million gallons in the City of San Francisco.

The Water Department is also a self-supporting agency of the Public Utilities Commission, financing all of its operations, maintenance, improvements, and bond interest and redemption from revenues.

It has nearly completed its share of construction under the 1961 bond issue for \$115 million, only about \$12 million remaining.

In addition to its regular yearly program of replacing .
obsolete service installations and mains, the Water Department is
also making plans to inaugurate a telemetering system to provide
for centralized controls for regulating various installations elec-
tronically. We understand that such a system would enable the
Department -- without additional manpower -- to expeditiously locate
and repair broken mains. It would appear that such a system would
pay for itself in a reasonable period of time by preventing costly
washouts in City Streets and other places by catching the break
earlier.

Public Utilities Commission (continued)

San Francisco Water Department (continued)

It is understood that this has been budgeted for more than a year. If the advantages of telemetering are as previously stated, and we believe they are, then the Department should lose no more time in implementing this program. Water line breaks at the residential as well as major line areas has long been a problem in San Francisco because it is the oldest major system in California. Therefore we strongly endorse this priority.

We further recommend that since water rates have not been adjusted for ten years they should be reviewed at this time.

T. Wade Finigan

Harold Goodman

Raymond T. Allender, Chairman

PUBLIC UTILITIES COMMISSION
SAN FRANCISCO INTERNATIONAL AIRPORT.

A \$110 million program of improvements and additions based on the \$98 million bond issue approved by voters in the fall of 1967 has been undertaken to bring the Airport to a designed capacity of 25 million passengers annually. That passenger level is expected in 1972. The Commission and its staff implemented the bond program quite expeditiously -- much faster, in fact, than the usual municipal pattern. This is necessary because there is no time to lose if the Airport is to accommodate the projected passenger and cargo increases predicted by our own history and the industry's forecasts.

It is fortunate that the Airport's runway and taxiway complex is adequate to handle the Boeing 747 type of aircraft, carrying up to 500 passengers, expected in late 1969.

No time should be lost in another field that should be of great concern to San Francisco International Airport. This is the improved ground circulation traffic system that will be needed to transport goods and people to and from the Airport. Consultants have stated that it would require the best efforts of transportation forms of freeway, rails, helicopters, and waterborne transports to accomplish this task in an ideal manner.

Operating revenues for the 1967-68 fiscal years totaled \$15.6 million, an increase of 11.2 per cent over the previous year. Airport operation expenses, debt service costs, and taxes, were paid out of Airport revenues. This is the eleventh consecutive year that the Airport operation has been in the black. No other major airport in the United States can make that statement.

Passenger traffic through the Airport totaled 13.4 million, a gain of 18.7 per cent over the previous year; and air freight shipments totaled over 503 million pounds, a 12.2 per cent gain over the previous year.

Management of the Airport is in the hands of George F. Hansen, General Manager, who is conducting his assignment well. We know, however, that he shares our concern for a number of problems. Among them is the previously mentioned necessity for adequate ground traffic circulation.

Public Utilities Commission (continued)

S.F. International Airport (continued)

Additionally, the likelihood that unless a big cooperative effort is made by San Francisco, working with the Federal government, that the Airport will find itself in the same congested situation that has already beset many of the nation's major Airports.

We also strongly recommend a total commitment by San Francisco to a regional solution for future aviation and aviation needs of the Bay Area and in fact all of Northern California. A minor start has been made. Much more needs doing -- and soon.

T. Wade Finigan

Harold Goodman

Raymond T. Allender, Chairman

SAN FRANCISCO FIRE DEPARTMENT

Addendum to Fire Department Report on Pages 20 - 22.

FIRST AID -- MEN AND EQUIPMENT.

In pleasant contrast to the senseless attacks of the rock throwers and the snipers, the great majority of San Franciscans rely heavily on their Fire Department for emergency aid in health situations. Hardly a day goes by without a call for help for some victim of a heart attack, smoke inhalation or other breathing problem. The 1968 peak was in January when 23 lives were saved by firemen responding to these calls.

Two invaluable assets make this public service possible: (1) every member of the department is thoroughly trained in first aid, and (2) every engine company truck is equipped with an Eldon Resuscitator, a positive action machine that helps restore breathing.

A dramatic illustration of first aid work took place on October 7th when a heavily loaded commuter train crashed with a locomotive on leaving the Southern Pacific Depot in San Francisco. Both the Fire Department and Health Department responded immediately to the call. In recognition of their service, the San Carlos City Council officially commended the personnel involved for "their response to the emergency and for their aid in helping take care of the injured passengers".

T. Wade Finigan

George Foster

Jerome Salomon, Chairman

PUBLIC UTILITIES COMMISSION

HETCH HETCHY POWER AND ENGINEERING DEPARTMENT

The Hetch Hetchy Power and Engineering Department is the direct responsibility of Mr. Oral L. Moore, who gave the members of the Committee a detailed on-the-scene explanation of the mountain source of San Francisco's water supply and its by-product of more than 2 billion kilowatts of electric energy annually. Like the Airport, the Hetch Hetchy System is self-sustaining.

During the 1967-68 fiscal year, the Hetch Hetchy System estimated expenditures at \$16.6 million. Total revenues were \$17.4 million. Now operating three powerhouses -- Dion R. Holm, Robert C. Kirkwood, and Moccasin -- the System is preparing to place a new Moccasin powerhouse on the line next year.

This is an outdoor type structure which will house two 45,000 kilowatt generators. It will replace the present powerhouse which has been in continuous service since 1925, and is obviously nearing the end of its useful life.

It is fortunate indeed that San Francisco has made provision for carry-over storage not only in the Sierras, but in the Alameda County system of the San Francisco Water Department. The winter of 1967-68 was a comparatively dry one, with precipitation in the mountains only 65 per cent of normal.

We believe the Public Utilities Commission should expedite its consideration of the study by R. W. Beck and Associates, power consultants, who have stated that with the same amount of water now available for electric power production, the Hetch Hetchy System could generate three times the amount it is now producing. This would represent considerable additional income to the City.

The Committee found the Public Utilities Commission staff quite enthusiastic over the possibilities that improved generating capabilities and modern marketing procedures could significantly upgrade the economic stature of the Hetch Hetchy System. We believe we already have a splendid operation, but we are encouraged by the progressive attitudes being exhibited.

T. Wade Finigan

Harold Goodman

Raymond T. Allender, Chairman

THE PUBLIC POUND

The Society for the Prevention of Cruelty to Animals, under the direction of Mr. Charles Friedrichs, must be commended for the fine service that it is performing.

The S.P.C.A., which consists of the animal shelter and the public pound has been in existence in San Francisco since 1868 - this being the 100th anniversary of an organization dedicated to the service to animals.

The annual budget of approximately \$600,000 is derived from private donations, bequests, and from dog licenses. This is a non-profit corporation and receives no allocation from tax funds.

Not only does the Hospital provide a free clinic for those animals that need medical attention, but every animal that is brought in either by the pound or for boarding is examined by a licensed veterinarian. A free service is provided for the removal of any sick, old or infirm animal.

The cleanliness of the animal quarters and the dedication of the employees is a matter for commendation by the Jury.

Classes of children are taken on daily tours of the facilities and are taught to be kind to animals around them.

The Grand Jury congratulates the S.P.C.A. on its 100th Anniversary.

George Foster

Jerome L. Salomon

John Fitzmaurice, Chairman

THE RETIREMENT SYSTEM

The year 1968 has seen several developments of interest and importance to this Retirement System.

The desired reconstitution of the Board as provided for by Proposition "E" at the November 5th, 1968 Election, (and somewhat as called for in recommendation proposals from prior years) is expected to be ratified by the State Legislature early next year. The appointment by the Mayor of nominees presented by the business and professional community will be watched with great interest by the citizens of San Francisco.

The enactment of a full social security supplement (versus 50 % heretofore) is a great benefit to retirees.

The provision for escalation of retirement benefits based.. upon the cost of living, maximum 2% per annum, is now not limited to years prior to 1977 as heretofore is another great benefit to retirees.

The steps needed to provide an investment administrator as a replacement for the party who last resigned have been gradually taken. The application period is now closed, 8 persons are to be examined for Chief Investment Administrator, five for Assistant Investment Administrator. The selection should be made early in 1969 and an appointment should take place shortly thereafter.

The Bank of America and the firm of Dodge and Cox have been retained to guide the system in the selection of common stocks for the fund. Investment objectives are yet to be defined. It is recommended that these not be conclusively established until the Investment Administrator and his Assistant are given the opportunity to contribute to the formulation of these policies.

It is recommended that the 1969 Grand Jury make an early review of the procedures for awarding the annual physical therapy contract in order that the selection shall be made on a basis more suitable to the needs of the patients, doctors, and Retirement System Staff involved in the administration of these benefits.

A long sought improvement in procedures for processing industrial cases for fire and police still remains unachieved. It is strongly recommended, again, that these cases be handled by the State of California Workmen's Compensation Appeals Board, rather than by the local retirement board. Weaknesses in the present system have

The Retirement System (continued)

resulted in disbursements from the system far in excess of those which could be justified. Industrial accident cases of other city employees are now handled in the recommended manner and police and fire cases could be included by ordinance adopted by the Board of Supervisors, after application by the Retirement Board.

In conclusion, the 1968 Grand Jury continues to recommend that a Department of Employment be created to include the Retirement System the Civil Service Commission, and the Health Service System. It is very apparent that many administrative economies could be achieved and that no valid objective arguments have been offered against such a proposal.

Raymond T. Allender

Morris Less

Philip S. Dalton, Chairman

HEALTH DEPARTMENT ADMINISTRATOR

The Department of Public Health is under the management of Dr. Ellis D. Sox who has the assigned mission of prevention and control of all types of disease in the City and County of San Francisco.

He is administratively and operationally responsible for the proper functioning of the following institutions and departments under his immediate jurisdiction -- San Francisco General Hospital; Hassler Hospital; Laguna Honda Hospital; Emergency Hospitals; Contractual Services Private Hospitals; Mental Health Service; Five District Health Centers; and Ten Bureaus - relating to records and statistics; Adult and Child Health, Alcoholism, V.D. Control; Dental Health; Dairy and Milk Inspection; and Public Health Nursing and Education.

The burden of the Health Department has increased due to the heavy migration of low-income and indigent persons to our city - with the result that most facilities are operating at a full capacity, above the limits of their supply and personnel capabilities.

An observation was made that no apparent emergency plan has been drafted to cope with a major catastrophe - such as earthquake, civil riots, or nuclear attack. Either of these disasters would cause a major conflagration inflicting multiple injuries to a vast number of citizens. These injuries would perhaps consist of, but not limited to, compound fractures, severe burns, eye injury, and heart failures. Additional technical personnel and supplies as related to these injuries should be held in readiness in the event of any emergency. This emergency plan should be coordinated with the Civil Defense Agency to prevent duplication and conflict.

CONCLUSIONS

That more middle management personnel be employed by the Health Department because it was very apparent that the heads of the department are devoting 90% of their time to menial administrative burdens which should be handled by an assistant, allowing the department head to devote more time as to establishing policy, directing and controlling the department.

The Department of Public Health in conjunction with the Civil Service Commission should establish a roster of technical service jobs so that if vacancies occurred or rehiring was required, there would be no delay in filling the position rather than using the limited tenure program which is now in existence. It is felt that

Health Department Administration (continued)

this is the contributing factor for the high percentage of turnover of personnel in this department.

Due to the demolition of old buildings, new construction and excavation by BART in downtown areas, the rodent population has migrated to residential areas of the city. It is recommended that an aggressive campaign be inaugurated to control the spread of these disease carrying pests.

Drug abuse and alcoholism has been on a steady increase over the past years. The Health Department and other agencies have tried to cope with the situation, but through lack of funds and organization, very little improvement has been accomplished. However, it is felt that the citizens of San Francisco as tax payers are not obligated or responsible to supply psychiatric, venereal disease, and drug abuse clinics everywhere to care for a group of irresponsible transients who appear to have a total disregard for their own life and welfare. We suggest that appropriate Federal and State assistance aid programs be provided here.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman

EMERGENCY HOSPITAL SERVICE.

There are five emergency hospitals strategically located-namely Mission at General Hospital - Central at 101 Grove St.; Alemany at Alemany Blvd. and Onondaga Avenue; Park on Stanyan Street at Kezar Stadium; and Harbor on lower Clay Street. They have the combined mission to respond to all multiple fire alarms when called by police and provide emergency medical, surgical, and ambulance service to the injured. This service is rendered on a twenty-four hour basis - staffed by competent personnel for the protection of all citizens.

The accident severity and frequency rate in proceeding to and from emergency calls is considered low in ratio to the miles traveled.

The physical plant and equipment at all emergency hospitals appeared to be adequate, and well managed taking into consideration the age and structural design of the buildings.

Consideration should be given to the relocating and constructing a new emergency hospital to replace Park and Harbor Hospitals and perhaps consolidating with the District Health Centers under constructions.

Likewise, the question of whether emergency hospital patients should be charged on a cost basis for services rendered should be reconsidered. In these days when a large proportion of our citizens are covered by medical-hospital insurance it seems unfair for the property taxpayer to pay for these services; when the cost of these services are provided for in insurance programs available to most of the recipients of the service, but on which the city is not able to collect.

It is strongly recommended that the emergency hospitals and the emergency ambulances be equipped with their own radio communication system. Then direct control can be maintained and service expedited.

The ambulances now operate on the same frequency or wave length as police calls and during a police emergency, radio silence is ordered - only transmitting emergency messages. This blacks-out all communications with ambulance and emergency hospital services.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman.

HASSLER HOSPITAL

Hassler Hospital is located in San Mateo County approximately 4 miles from Redwood City. It covers an area of 304 acres. It is an accredited hospital under the operational control of Dr. Szu T. Tsou, with the assigned mission of providing patient care to the chronically ill who have multiple diagnoses connected with disabilities requiring medico-nursing care. It has a bed capacity of 227 with an average daily occupancy of 210.

GENERAL OBSERVATIONS

The staff and personnel reflect a great amount of professional knowledge and enthusiasm in their assigned duties; this feeling is radiated to the patients and lends itself to a highly cooperative atmosphere between patient and attendants. The buildings and grounds are in an excellent state of repair. The repairs and policing are maintained by a minimum amount of personnel.

The occupational and physical therapy department is under a handicap due to limited space and it is felt that if these services were expanded a larger number of patients could participate in this type treatment.

Due to the remote location, non-fire resistant buildings, abundance of grass, fire hazard is high. In the interest of fire safety all buildings should be equipped with automatic sprinklers and the fire alarm system connected directly to the Fire Department Station.

It was noted that new x-ray equipment had been ordered and was on station awaiting installation - but was detained due to lack of construction funds.

The road leading to the hospital area has developed a bad slide area during the winter season of heavy rains and should be repaired before greater damage is experienced, creating a hazard to life and property.

This hospital has a lower per diem rate for long term care patients than any other hospital in the bay area.

Hassler Hospital, (continued)

RECOMMENDATIONS

1. That the area and personnel as related to the service of occupational and physical therapy be increased.
2. That all wards be equipped with automatic sprinklers and the fire alarm system be connected directly to a fire department station.
3. That the new x-ray equipment be installed as soon as possible and other out-moded equipment be replaced as funds become available.
4. That the road leading to the hospital area be repaired immediately; because if further damage to slide area were incurred - emergency vehicles may not be able to render service.
5. That the employed personnel living on the station be trained in emergency fire fighting procedures and the evacuating of patients in the event of fire and until such time as fire fighting equipment would arrive.

Comparisons should be made taking the following points into consideration:

1. Total operating expenses of the present system
2. The life expectancy of the existing buildings and the continuing high cost of repairs and maintenance.
3. Taxes paid to San Mateo County on the property
4. Problem of effective administration due to the remote and inconvenient location of the hospital
5. The turn-over of personnel because of transportation and commuting problems.

Then the comparison should be made considering these following points:

1. The cost of a new hospital.
2. The sale of the land located in the Hassler Hospital complex
3. The capacity of the new General Hospital and/or the Laguna Honda Hospital to absorb the same number of patients now being treated and also absorb the burden of providing the corresponding services

Hassler Hospital, (continued)

4. Determine whether the present appropriated State and Federal funds, now allocated to administer Hassler Hospital, would be lost if the San Francisco General Hospital or Hassler Hospital was changed.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman

LAGUNA HONDA HOSPITAL

Laguna Honda was originally founded as an ambulatory residence to care for the homeless and unemployed men of San Francisco, but over the period of years it has become a hospital to care for the chronically ill. It is established as a fully accredited hospital, servicing elderly citizens in the specialized field of internal, physical medicine with a complete rehabilitation program. In addition a pulmonary center was incorporated this past year to provide care for patients with chronic pulmonary and respiratory disorders.

GENERAL OBSERVATIONS.

The hospital has a rated capacity of 1,835 beds with the normal bed capacity of 1,756 beds. The average daily census is 1,420. The percentage of occupancy is 80.9%, making it exceed the national average for the fifth consecutive year.

The impact of Medicare and Medi-Cal has not been fully evaluated. A large burden has been placed on the clerical staff to handle the billing until such time as E.D.P. can be programmed into the system.

A greater turn over in patients is noted in that now more are returned to their homes. Some are going to private convalescent homes and others to nursing homes. This was brought about by the staff of the Social Service Department of the hospital at Laguna Honda.

The policing and maintenance of buildings, equipment, and grounds was found to be most satisfactory. We were particularly impressed with the excellent condition of food storage and preparation areas, as well as the food quality itself.

The laundry facility and equipment is operational in its present physical state but some machines are old and break downs are frequent. Repairs are slow because replacements for parts are hard to obtain, causing a back log in the laundry processing. Especially the bed sheets are in short supply because of this condition.

Thefts and vandalism within the buildings and grounds is still a problem, but it could be reduced by adding more security guards, installing flood lights, and completing the cyclone fence around the perimeter of the hospital grounds.

Laguna Honda Hospital (continued)

RECOMMENDATIONS.

1. That the old nurses quarters building be demolished if it cannot be economically repaired for some operational use. In its present state it is not only unsightly but constitutes a fire and safety hazard to the surrounding area and patients.
2. That flood lights be installed on existing poles and buildings directing the light into parking areas, walk ways and sensitive areas. This would act as a deterrent to thefts and vandalism.
3. That improvements be made in the laundry equipment and additional sheets be purchased to offset a breakdown of laundry facilities. When the sheets are in short supply they become a critical item for patients who need numerous and frequent changes over a short period of time.

CONCLUSIONS.

The citizens of San Francisco should be delighted that our elder citizens during their declining years are receiving the best medical care under ideal conditions and we believe at a minimum cost to the tax payer.

The work of volunteers in providing recreation and work therapy for the inmates is particularly outstanding. A great deal more could be done in this area if more people would interest themselves in this laudable work.

All the staff members and the personnel connected with the administration of Laguna Honda Hospital are to be commended for their untiring efforts in the performance of their assigned duties.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman

DISTRICT HEALTH CENTERS.

The City of San Francisco has been strategically divided by area and population into five health districts, with a center located in each, namely:

1. Eureka-Mission - covers the area of Eureka Valley, Mission, and Potrero Hill with a population of approximately 141,000 - the center is located at 3850 - 17th Street.
2. Western - Marina - covers central section of the city, including the Western Addition - Haight-Ashbury, Pacific Heights and the Marina with a population of 160,000. The center is located at Ellis and Pierce Streets.
3. Bayview - covers the Alemany and Hunters Point area of the southern border of the city with a population of 145,000. The center is located at Silver Avenue and San Bruno Avenue. This is a newly constructed center, but some satellite clinics will continue in operation because of limited transportation facilities in the district.
4. Northeast - covers Chinatown, North Beach, Nob Hill, Downtown, Skid Row, and South of Market, with a population of 111,600. This center is located in the Ping Yuen Housing Project on the corner of Stockton and Pacific Avenue. It also has a decentralized chest clinic adjacent to the center which is very beneficial in the follow-up treatment of tuberculosis, especially among the Chinese. This area is composed of 75% Chinese. It is the oldest of all Health Districts. It is unique in having the highest death rate, the lowest birth rate, and the highest rate of new cases of tuberculosis.
5. Sunset - Richmond - includes the western border of the city with a population of 182,000. The new center is located at 24th Avenue and Irving Street. The present center at 41st Avenue and Pacheco Street will continue to be used as a substation.

The new health centers will be staffed by approximately 50 professionally trained personnel to cope with every situation in each area. The primary function of each center is to work with the residents of the community by explaining the services available and how to use them. They will also give information concerning the general health and medical care of the people in the respective areas. They will also provide clinical services in child health, immunization and tuberculosis tests, dental care, and cancer screening and family planning.

District Health Centers (continued)

The Center for Special Problems at 2107 Van Ness Avenue was established in 1951 as the Adult Guidance Center. However, it is now devoted primarily to treatment and rehabilitation of patients with problems related to alcoholism, drug abuse, and dependency, sexual deviations, and criminality.

The Venereal Disease Clinic located at 33 Hunt Street is staffed by an M.D. and approximately 37 employees. The building and treatment rooms are all in the Yerba Buena Redevelopment Area. They are in a very poor state of repair and difficult for policing. This clinic must be relocated shortly, because the building is scheduled for demolition.

The venereal disease rate- including gonorrhea and syphilis has shown an alarming increase of 30% over the past year in the 15 to 24 years of age groups. This may perhaps be attributed to prostitution and homosexuality, and sexual participation by the teenager who is ill-informed and indifferent about self-protection and moral considerations.

It is strongly recommended that immediate steps be taken to relocate this center in suitable quarters within the tenderloin area. This location could jointly accommodate the V.D. Clinic and center for special problems including drug abuse.

We further recommend that when new quarters are available a waiting room for patients be provided, equipped with a telex-graph-o-scope running continuously depicting the serious after effects of contracting a venereal disease.

We also recommend that an extensive educational program be inaugurated in V.D. control by films and lectures in public schools with television slides, pamphlets, and counseling in the Public Health Centers, alongwith the schools.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman

SAN FRANCISCO GENERAL HOSPITAL

The San Francisco General Hospital is physically located at 22nd Street and Potrero Avenue; and covers an area of 20.8 acres. It has been at this location since 1849 - and the cornerstone to the present hospital was laid on November 30, 1909. The structural material in buildings are brick and concrete and present alterations are making them more resistant to earthquakes and conflagration.

The San Francisco General Hospital is under the administrative control of the Asst. Dir. Public Health Hospital Services, and under operational control of an M.D. Administrator, with the mission of providing medical and surgical needs for all emergencies and in addition give care to the medical indigent on a space available basis.

The Hospital is fully accredited, having a very modern clinical research laboratory including a Radio-isotope, the new clinical study center and the chronic kidney dialysis unit. Also as a result of modernization program, a new medical library, new coronary care unit, and offices of the Regional Program Heart Disease Cancer and Stroke have been established. Additionally, a modern out-patient clinic has been constructed by remodeling the old nurses quarters to relieve the pressure on the emergency hospital, when it becomes properly staffed and equipped and in full operation. It is strongly recommended that this be expedited because of possible civil disturbances. It would permit more adequate processing by the Mission Emergency Hospital of the non-emergency walk-in type patient.

The San Francisco General Hospital psychiatric service is responsible for evaluating and testing all patients with acute psychiatric problems cared for by other resources.

The in-patient service has a total of 96 beds - operated in two wards each of Buildings 90 and 60. The wards in Building 90 were over-crowded and in a poor state of repair and difficult to properly police.

The Counselor in Mental Health - working in close liaison with all agencies responsible for admitting patients, is the pre-petition screening agent for presentation to the court - which protects all the civil and legal rights of the individual.

Harry Liss

Dr. Joseph H. Stephens

Raymond L. Luckel, Chairman

DEPARTMENT OF SOCIAL SERVICES:

The functions of this department are clearly and adequately published in the Facts and Figures report of November, 1967, as furnished by the San Francisco Social Service Commission, which to save repetition, can be considered as part of your committee report.

It appears that many people are on our welfare program who should not be entitled to same chiefly because of improper investigation. This latter may be the cause of improperly trained personnel. Further, many applicants appear to be covered under Federal and State regulations over which local welfare department has no control.

It further appears that the Welfare Department has grown to such an extent, namely from 499 employees in 1963 to close to 1500 in 1968, and from a budget of approximately 60 million in 1967 to a budget of 79 million in 1968 which now appears will be short many millions due to the ruling that applicants for welfare are immediately eligible the first day of arrival in California. Possibly it is time for a grand jury to obtain funds for employment of independent professional investigators to study the whole program which we are sure will result in great savings. It should also investigate the method used in obtaining personnel as this department has approximately a one-third turnover in employees which adds greatly to costs, considering the training cost of new employees.

This suggestion is not a reflection of present administration but is nothing more than good business management.

San Francisco finds itself in a very different position than many other communities due to the fact that many people not on welfare move to suburbia outside of our county, whereas the migration continues into the city who need welfare at a rate equivalent to those who leave, hence a continual increase of cost to the city. This, combined with the continuing loss of industry moving out of our city, plus many businesses opening branch stores, banks opening new branches in suburbia, and transferring employees, makes the picture look worse as time progresses.

In addition to the above summary your committee would like to make the following recommendations:

1. First, that a system be inaugurated to recruit directly more qualified people for jobs in this department which may correct the bad situation of turnovers.

DEPARTMENT OF SOCIAL SERVICES (Continued)

2. That prompt attention be given to the matter of more efficient office space operation. The city now owns:

585 Bush Street
150 Otis Street
1680 Mission Street
and leases:
1360 Mission Street
965 Mission Street

All of this is covered by a very comprehensive report written by the General Manager to the Board of Supervisors on September 25th, 1967, in which he recommended the sale of 585 Bush Street and the purchase of a large building at 13th and Mission Streets, thereby allowing the discontinuance of the two leased quarters on Mission Street. In this report it is estimated that the money recovered from the sale of 585 Bush Street, plus rental money saved on leased quarters, will totally pay off the acquisition and remodeling of the 13th and Mission property in less than 10 years. We recommend that this report be adopted and implemented.

3. We recommend a re-study of the new state law which covers the amount of money deducted from the welfare check when a person obtains employment. This should be based on a scale of wages and made attractive enough to encourage welfare recipients to seek and hold employment.

4. We further recommend that all warrants paid to welfare recipients be marked "Welfare Department" and each person be furnished with a clear identification card with a photograph as a means to reducing amounts lost through stolen and forged checks.

5. We feel that due to the unusual position of San Francisco being solely city and county of small area and the conditions expressed in a preceding paragraph, that further financial aid be sought from Federal and State funds. This is proven by the fact that in 1955 welfare payments in San Francisco were \$18,338,800 and increased in 10 years to \$50,228,050 and this year may reach over \$90,000,000.

In closing our report, the department should be commended for the work which has been done and feel that better results could have been attained had previous recommendations been approved and acted upon as made by this department.

Mrs. Eva Purcell

Lew Tilin

John R. Hermann, Chairman

SAN FRANCISCO PUBLIC LIBRARY

The San Francisco Public Library is emerging from the shadows as a second-rate metropolitan institution and, with proper support from the budget makers, is headed toward first-rate status. After a half-century of poverty living, since its virtual extinction in 1906, the Library began to make forward strides six years ago. The momentum has been particularly rapid during the last two.

John F. Anderson was appointed City Librarian last June. The interim vacancy was capably filled by Harold D. Martelle who served as Acting Librarian.

Shortages still exist in books, people and money. The most acute need is for librarians. Boston and Washington, DC., the most comparable cities in population and serving area, each have 76 more librarians than San Francisco. Their supporting clerical staffs are proportionately larger.

After extended neglect, the book collection has improved considerably in the last two years. But we are still below accepted standards, especially in periodicals.

Facility-wise we are poor. The main building in Civic Center is an architects dream on the outside but the interior is a nightmare. It is grossly non-functional for library work. Built 51 years ago to hold 350,000 books, it now contains over 650,000. It would cost more to remodel than to build anew.

There are some exciting things in prospect. A \$125,000 interest free loan has been obtained from the Housing and Urban Development agency to do preliminary planning on a new main building in Marshall Square, bounded by Grove, Larkin, Fulton and Hyde Streets. To finance construction voters will be asked for a \$15 million bond issue in the June 1970 election.

Our Library has been designated by the State to become the regional reference center for Northern California. A two-year trial run of this new service is now being successfully completed. In actual operation, the center will meet requests for rare books, documents and special reference material and is set up to meet them quickly by telephone transmission lines. A special room has been equipped with teletype, TWX and facsimile machines and is in full operation. Requests for material not available locally are obtained from some other major library. This is the only facsimile network in the country involving public libraries. The trial run will be completed next June.

SAN FRANCISCO PUBLIC LIBRARY (Continued)

Of dramatic interest, also, is a program for serving minority groups. For the second year, part time jobs were provided for 125 high school students in the Neighborhood Youth Corps. A library on wheels is now circling the ghetto districts, loaded with paperbacks and periodicals. Losses from this sidewalk lending service are insignificant. A Martin Luther King Memorial section has been started in the main building and will feature Western history. A new branch library, the 27th, will be opened next March in the Bayview-Hunters Point area, replacing a store-front location. It is significant that during riot conditions in the past, library locations, whether permanent or temporary, have been remarkably free from vandalism.

Another venture of interest to youths is the beginning of an audio-visual section to include tapes, records, slides and movies. A 1969 project now in the planning stage is the production of a movie of library services, to be financed by a \$10,000 grant.

We are impressed with the range of basic and special services made available to the public by the obviously short staff. Electronic Data Processing becomes increasingly important as one means of offsetting force shortages. A start has been made in its use with the development of a serials control system for magazines. This is a timesaver and avoids repetitive manual handling. We are pleased to note that more EDP cataloging is planned for the future.

The committee feels that residents of San Francisco have benefited from the improved quality of library service now being provided. With the demonstrated results we believe the library is entitled to more help from the city government in meeting its budget and personnel requirements. The present tempo of improvement cannot be sustained unless such help is forthcoming.

Philip S. Dalton

George M. Foster

John M. Fitzmaurice, Chairman

BOARD OF PERMIT APPEALS.

The five (5) Member Board of Permit Appeals is charged with the responsibility of hearing appeals of citizens from orders or decisions issued by city departments, including Public Works, City Planning, Police, Fire and Public Health. After hearing the appeal, the Board may concur in or over-rule the action of the department.

The attached table shows the number of cases heard and their disposition for the year 1967 and the first ten (10) months of 1968. The volume continues steady at about 300 cases a year. Of special significance to the committee is the heavy proportion of "over-rules"-- 78% in 1967 and 72% in 1968. The fact that three out of four appeals are granted poses some questions: Are the building and safety codes involved obsolete or impractical? Are they too rigidly enforced? Are the same yardsticks used in determining their applicability? Is the Board unduly lenient in its reversals?

At best, there is a fuzzy area here which needs to be clarified, by interdepartmental dialogue, if city planning and code standards are to be meaningful. Otherwise there continues to be lost administrative time to the departments in administering their functions added responsibility to the Board in hearing the appeals and irritation to the citizens involved.

There are, no doubt, valid reasons for both the original and final rulings. Some of them are quoted in the following excerpts from a Board letter to the committee:

"The 1968 figures obviously do not include the full year, but will reflect a true percentage perspective . . In the appeals from the Department of Public Works, the majority of cases deal in such matters as sprinkling systems in lieu of one-hour fire resistive construction, required ceiling heights, etc. All of these are based on the old Building Code . . the new Code now provides sprinklering as an alternative, and the ceiling height requirements has been lowered to seven (7) feet six (6) inches, which cases would have to be resolved by the Board of Permit Appeals until such time as the new Code is adopted by the Board of Supervisors.

Board of Permit Appeals (continued)

The appeals concerning the City Planning Department's administrative decisions have for the most part dealt with provisions in the City Planning Code that are not retroactive. The majority of the cases over-ruled have been on the basis of affidavits of occupancy prior to the time particular Code provisions were adopted. It seems possible that had the property owner been given sufficient help prior to their appeal to this board, the appeal need not have been filed.

Appeals from Police Department rulings generally seem to stem from neighborhood complaints, some of which reached compromise before this board.

Permits issued by the Fire Department, surprisingly enough, do not generally concern immediate public safety, but involve such permits as used car dealers, etc.,

Because of the ability of the Department of Public Health to work with the property owner, appeals involving this department are usually the hard-core cases. The attitude of the Board of Permit Appeals is evident in the enclosed figures."

The limited staff of the Appeals Board is doing a good job in keeping abreast of the work load. Two innovations of interest are the devising of new forms and procedures which will slash preparation routines by 30 to 50%, and a re-arranged telephone system that screens out misdirected calls, which formerly consumed considerable office time.

Philip S Dalton

George M. Foster

John M. Fitzmaurice, Chairman

Board of Permit Appeals (continued)

BOARD OF PERMIT APPEALS - DISPOSITION OF CASES.

Calendar Year 1967

| | |
|------------------------------|--|
| Department of Public Works: | Overruled in 190 cases Concurred in 31 cases. |
| City Planning Department: | Overruled in 19 cases Concurred in 2 cases |
| Police Department: | Overruled in 17 cases. Concurred in 29 cases. |
| Fire Department: | Overruled in 2 cases |
| Department of Public Health: | Overruled in 3 cases Concurred in 4 cases. |

Calendar Year 1968 to date.

| | |
|------------------------------|---|
| Department of Public Works: | Overruled in 141 cases Concurred in 39 cases |
| City Planning Department: | Overruled in 23 cases Concurred in 12 cases |
| Police Department: | Overruled in 11 cases Concurred in 12 cases |
| Fire Department: | Overruled in 4 cases Concurred in 1 case |
| Department of Public Health: | Concurred in 4 cases. |

HOUSING AUTHORITY

The San Francisco Housing Authority provides low cost housing for low income groups, including the elderly. It was created in 1937 to meet the needs of that era. The present Federal Regulations have changed very little since that time, but the social and financial problems have changed radically. More than 7000 units are presently occupied. There is a waiting list of several thousand individuals. Construction funds are provided by Federal loans. Operating funds are provided from rents and certain Federal subsidies. The Grand Jury does not have investigative powers respecting this Authority, however, the Executive Director and staff were very cooperative.

During the past year two buildings with a total of 220 units were completed. Seven buildings with a total of 1500 units are under construction or contracts are about to be awarded. These units should be completed in 1969.

The Authority has experienced a 49% increase in maintenance costs in the last seven years, due in large part to the increase in wages of the building trades. Administration and clerical costs have increased about 39%. Rents have not been increased. This has not been done for the following reason. 65% of the tenants are on some form of welfare. 51% receive AFDC "Aid to Families with Dependent Children". Until the allotment for rent is increased by the Welfare Agencies it is futile to suggest a rent increase. The Authority is caught in the squeeze between a relatively fixed income and spiraling costs of operation.

The Housing Authority has in the past paid an in "Lieu Tax"--a percentage of net income to the City. This year, tax payments were suspended. This was the result of two causes. A serious loss of income has resulted from an increasing number of tenants who were either unable or unwilling to pay their rent. The total of uncollected rent is approximately \$175,000. The city has been understandably reluctant to execute eviction proceedings and if this had been done, the extra cost to the City after eviction ---finding new housing at a higher cost-transportation to temporary quarters, and new housing at a considerably higher rent than had been previously paid by the evicted tenant, would be quite substantial.

The second reason for the inability to pay taxes was the required expenditures of approximately one million dollars for repairs which had been deferred for several years. Buildings had reached rundown conditions where repairs had to be made. This is not the responsibility of the present Commission or staff but is what happens when maintenance and repairs are not done on a current basis.

HOUSING AUTHORITY (Continued)

The problem of wilful non-payment of rent appears to be solved. Under new federal regulation the Welfare Department will pay directly to the Housing Authority all rents on any risks specified. With the completion of the repair program and the problem of non-payment of rent solved, the Authority expects to resume tax payments within the next two years.

Many low cost housing groups are in financial difficulties. New York, Detroit, and Chicago, not only do not pay any taxes but must furnish monies from the general fund for support of their local low cost housing.

The newly completed Woodside Garden Housing Apartments for the elderly is an excellent example of an architecturally pleasing structure built within the cost limitation set by the Federal Government to provide pleasant quarters with the amenities at a rent within the budget of our senior citizens. Similarly other buildings completed or in the construction or design stage show a concern for structures of pleasing appearance that blend into the neighborhood and are an asset rather than some of the box like unattractive structures built in the past. This shows what can be done by a concerned Commission and staff dedicated to their task.

The proposed Housing Apartment Building to be erected over the parking lost at 21st and Bartlett Streets is an excellent example of the maximum land use in our City where land costs are higher than in every other city except New York.

The commission is comprised of a distinguished group of individuals, of several ethnic groups working together to perform an admittedly complex and important task, admirably.

RECOMMENDATIONS:

Mr. Eneas Kane, Executive Director, has been active and successful in promoting recent beneficial Federal Housing legislation. He is dedicated, able and imaginative. We commend him.

The Housing Authority has the moral responsibility to pay taxes. A recent decision of the City Attorney indicates it has the legal responsibility to do so. We suggest tax payments be resumed at the earliest possible moment.

The San Francisco Housing Authority in joint effort with the other authorities should continue to request changes to the Housing Act of 1937 to make low cost housing needs relevant to 1968.

HOUSING AUTHORITY, (Continued)

Extensive research in prefabricated concrete construction is being conducted by many private and government agencies. We urge a close review of accepted proven techniques to reduce the spiraling costs of traditional building methods.

Philip S. Dalton

Harry Liss

Irwin J. Sprott, Chairman

ADULT PROBATION

The Adult Probation Department is a nearly self-sustained unit with a staff of 45 members. On their recommendations our jurists base the limits of probation imposed upon those proven and judged guilty of various offenses. Final decision in any case is solely at the discretion of the judges.

An outstanding example of the Adult Probation Department is the "Work Furlough Law." This legal requirement adopted in San Francisco has gained more than one and a quarter million dollars per year for dependents for family support. Were it not for the adoption of this law the dependents would be placed on the already overloaded and tremendously expensive Welfare roll.

Due to lack of space for those allowed to work on their jobs and be confined before and after working hours only 20 persons can be housed at any one time. In order to enlarge this money saving and commendable plan the need is very apparent for additional space for confinement. More space would as well make it necessary to enlarge the present staff of this department.

At the present time a warehouse located at 930 Bryant Street would be ideal for the purpose of confinement of those serving this type sentence. 930 Bryant Street is presently used to store ancient records and street signs. These records where feasible could be destroyed or removed to some other City property. The street signs should be stored at the Department of Public Works maintenance yard.

Due to the fact that those persons confined under the "Work Furlough Law" are presently confined in the same place as criminals convicted of far more serious crimes and pay for their board and lodging, this committee feels that those in custody under the "W.F.L." should serve their sentence in a place apart from the common criminal.

Therefore, since human beings are far more important than street signs and antiquated records, we recommend that the property located at 930 Bryant Street should be re-evaluated in terms of the needs of the Work Furlough Program. The San Francisco Director of Property, Real Estate Department, could be of real help in this situation. The 930 Bryant Street location could be reconverted very inexpensively for the Work Furlough Project and enlarge the amount of money received and lower the number of persons presently on welfare rolls.

John Fitzmaurice

Morris Less, Chairman.

JUVENILE COURT COMMITTEE REPORT

ON

YOUTH GUIDANCE CENTER

The Chairman of this Committee and fellow Members of the Committee have during the past year devoted many days and hours to the study of the Juvenile Court Youth Guidance Center Complex. We, as the Committee, desire to render to our fellow Grand Jurors and the public at large an honest appraisal of our investigation. We are trying in this brief report to point out the highlights.

I. THE PHYSICAL PLANT

There is no question in the minds of the Committee who went thoroughly through the entire Youth Guidance Center that this complex of buildings is entirely inadequate, poorly designed, and if at all possible should be replaced at the earliest possible moment. We respectfully endorse such measures as are necessary to a rebuilding of this plant in another area of the City.

Public transportation is poor, parking facilities are entirely inadequate both for staff and for the public. Quarters for the detention of delinquents are inadequate and poorly designed, as are the quarters for the dependent children. It must be borne in mind that quarters for the dependent children and the delinquent children are separated and they do not have contact with one another.

II. PROBATION STAFF

In actually watching the Probation Officers at work, talking to them and their supervisors, and examining the records, we have come to several conclusions.

A. The caseloads of the Probation Officers are extremely high compared to other counties, and as a result supervision of those on probation cannot be maintained at a needed level. A new intensive supervision unit, financed by the Youth Authority funds, is now in operation with a caseload of only 40 cases per Probation Officer. This went into effect in March, 1968, and is working extremely well. The administration informs us that they presently have a request for an additional intensive supervision unit of four women and two men Probation Officers before the Mayor and the Controller, and in view of the caseloads in the Boy and Girl Divisions it is respectfully urged that this Grand Jury endorse the request of the administration for this unit.

Youth Guidance Center (continued)

The staff has impressed us as being overwhelmingly dedicated to the task at hand, with not only a high moral caliber but qualified by education and experience, but again there is simply too much work per Probation Officer.

III. COUNSELLING STAFF.

Again, we talked to many of the Counselling Staff together with the administrative staff, and we find the same problem, that is, inadequate staff to meet the requirements of today's juvenile problems in San Francisco. This staff, as is the Probation Staff, is selected from examinations on a Civil Service basis, and have high qualifications for the job they are to do. We found that there are many, many programs in existence initiated by staff with aid and assistance from outside agencies and volunteer help from outside and expert personnel in the counselling and guidance of not only children but also of parents. We think the staff should be commended for the amount of this work that is presently going on under difficult conditions of staff limitation.

IV. ADMINISTRATIVE STAFF

This includes the supervisory personnel in all categories. The Committee wishes to acknowledge complete cooperation from all supervisory staff, with particular credit to the Chief Probation Officer, Mr. Elmer Gaetjen. Again, we found that supervisory personnel is selected on a Civil Service basis, but the impression of your Committee was that they are real professional people, dedicated to the best interest of the children, both delinquent and dependent, and are to be commended for the amount of actual work that they are able to accomplish under the trying circumstances our present society in San Francisco.

V. LOG CABIN RANCH SCHOOL AND HIDDEN VALLEY RANCH SCHOOL

These two schools are maintained as part of the Youth Guidance Center complex at La Honda, fifty miles from San Francisco. Mr. John Walsh is the Director of Log Cabin Ranch School, having succeeded Mr. Edward Chay in October of 1967 when Hidden Valley Ranch School was opened and Mr. Chay assumed the directorship of that institution. Both of these ranch schools are beautiful in design and utility, and the programs in each school, designed to rehabilitate youthful delinquents, are exceptional. The Directors have been in the service for a long time, and Mr. Chay is recognized nationwide as probably the most outstanding ranch school man in America, a real compliment to this organization.

Youth Guidance Center (continued)

VI. THE COURT

The Committee sat through Court proceedings of the Referees and the Juvenile Court Judge, The Honorable Raymond J. O'Connor, and were totally impressed by the fairness of those proceedings and the obvious sincerity of the members of the court in looking after the best interests of both the delinquent and dependent children, and additionally the people of San Francisco. Our investigation shows a close liaison between the Court, Referees, and the administration and staff. Common problems apparently are discussed weekly with respect to new programs, changes in procedure aimed at speeding up Court processing and acquiring new resources. We were particularly impressed by the Review Board which is in operation and which gives these youngsters a second chance after they have been committed either to the California Youth Authority or to Log Cabin Ranch School or Juvenile Hall. A Referee, a member of the probation staff and a members of the counselling staff make their recommendations to the Judge as to the youngster's release, stay of execution of disposition, or the return home of the child, which has been done on many occasions since its initiation in 1965. It is the only one of its kind, we are informed, existing in the Juvenile Court set-up in California.

VII. PROBLEMS CONFRONTING YOUTH GUIDANCE CENTER.

A. Overcrowding - There is no question but that this institution is and has been overcrowded since it was built in 1951, from an examination of all pertinent records. In asking why, your Committee has found that so far as delinquency is concerned, the overcrowding is simply the result of the conditions existing in this City at this time, namely a tremendous rise in the criminal behavior of juveniles. Records of the Police Department and of Youth Guidance Center amply confirm this, and for the most part those confined for delinquency are confined for what would amount to felony offenses in the adult courts where the protection of the public must be considered. Additionally, the tremendous number of runaways resulting from the "Hippie" movement, has been another factor in overcrowding, and also an additional burden on the probation staff who have had to deliver these children to places taking them to all States of the United States, Canada and Mexico. Also, we find that San Francisco does accept Youth Authority parolees. Because of our economical and social changes and ever increasing divorce rate, delinquent and dependent children have increased to a deplorable number which has overburdened the facilities and administrative personnel at the Youth Guidance Center. Children coming from broken homes are usually undisciplined and belligerent and are hard to manage. Being placed in the Youth Guidance Center under crowded conditions and perhaps being regimented and restrained for security purposes, this is a contributing factor to emotional outbreaks of violence against the system and the Probation Officers in charge.

YOUTH GUIDANCE CENTER (Continued)

It is felt that the Courts should take more punitive measures towards the parents when the children become involved with infractions of the law causing commitment to the Youth Guidance Center. It is noted that auto theft and truancy is on an ever increasing rise through the past years. This is brought about by over sympathetic parents who have no parental control over their children and there is little or no discipline in the home or our Public Schools.

B. School Problem: There is no question but that the schooling is inadequate. This due in part to the limitations of 17 pupils per classroom in each cottage assigned to the School Department, a further reflection on the inadequacy of the plant itself. We understand steps are under way to alleviate this condition through discussions between the Youth Guidance Center administration and the School Department.

C. Security

With lack of personnel and the poorly constructed facilities for detention, security is a real problem with the delinquents. The growing number of crimes of violence by juveniles in San Francisco has made it necessary in the past several years to transfer hard core, tough juveniles to the County Jail and/or City Prison, not only for security but to save the staff itself from injury. In 1967 more than 70 cases of injuries to counselling staff were reported. Additionally, Probation Officers and Bailiffs have been injured by attacks made upon them by juveniles.

D.Food

The Committee investigated the food situation and the menus for the past number of years including 1968, and found that the food served to those in custody conformed to the highest standards, and has been repeatedly praised and approved by the Chief Dietician of the San Francisco Public Health Department.

E. Medical and Psychiatric Staff

The Committee found that as of March 1, 1968, relinquishment of control of these services was made to the San Francisco Department of Public Health. Interviews with staff have indicated that this was long overdue, and the administration of Youth Guidance Center is to be commended for this step.

F. Recreation

Limitation of recreational facilities are obvious, However, the loan of some personnel from the Park-Recreation Department would alleviate part of this problem

Youth Guidance Center (continued)

In conclusion, Your Committee, while it finds that there are needed areas for improvement, has also considered the limitations in connection with the work done for and on behalf of juveniles and for the public of San Francisco at Youth Guidance Center, and has come to the conclusion that the administration throughout is doing a dedicated and effective job (with the resources at hand) and should be commended.

George M. Foster

Raymond L. Luckel

T. Wade Finigan, Chairman

CITY PLANNING COMMISSION

This Commission is charged with the responsibility of approving all structures to conform to the Master Plan, the intent of which is to provide an outline of the complete future needs of the community in all its minute details on projected population and community needs in housing, business, traffic and recreation.

The recent John S. Bolles & Associates report on the Northern Waterfront, prepared in cooperation between the Planning Commission and the Port Authority, is a detailed in-depth study of an area of our City rich in history and vital to the future growth and prosperity of the entire city. Four areas were given detailed study. Because of its magnetism for our steadily increasing number of tourists, the Fisherman's Wharf area was particularly impressive. The retention of the fishing activities and alleviation of present traffic congestion would seem to be of immediate concern.

If our City is to continue to be worthy of its heritage and beautiful setting, many other areas require similar studies. We mention a few.

The influx of Chinese from Hong Kong arriving at the rate of 8000 to a projected 10,000 per year finding housing in an already high density area poses many problems such as health, juvenile delinquency and education. The student body of Galileo High School is presently 70% oriental. Built for 1800 students, it has a present enrollment of 2,825 - about 200 of these are in temporary classrooms at Fort Mason.

The Mission District has rejected re-development and is presently considering a Model Cities program. The extension of BART to Daly City makes timely a study in cooperation with different ethnic groups of this section of our City.

The restoration and beautification of Market Street from Franklin Street to the Ferry Building is assured by the passage of the recent bond issue. However, the dismal appearance of upper Market Street will be in stark contrast. Haight-Ashbury district also requires physical and social planning attention.

CITY PLANNING COMMISSION (Continued)

We believe the Planning Commission has the powers, the ability, and the responsibility to provide leadership in the formulation of plans for areas of concern. This, of course, would require additional personnel. The employment of consultants, however, specializing in this type of planning would possibly be less expensive. With the rising cost of City Government, other budget requirements and priorities might temporarily limit or delay such studies. However, we believe they should be instituted as quickly as possible, or should substitute for some present lower priority activities.

The colorful and distinctive history of San Francisco makes mandatory the preservation of many landmarks. This is accomplished by the recommendations of a landmark committee, approved by the Planning Commission.

The Planning Commission report on population projection for San Francisco, 1960 - 1998, reflects a decline in population of approximately 5% until 1975, and a subsequent growth to a population of 755,000 in 1990. The age composition of this relatively static population would increase in the next few years and should aggravate the housing shortage for the elderly with low incomes.

The recommended six year capital improvement program is an excellent compilation of projected projects and bond requirements. Some items mentioned appear to be maintenance and repair. We suggest that such items be labeled and treated as such and not as a capital improvement item.

Many large buildings are at present under construction in the downtown area. This will magnify the already acute parking problem. The established policy of the Planning Commission is to refuse permits for any new garages in that area, in the hope that citizens will, after driving around and around, attempting to find a parking place, eventually decide to leave their automobiles at home and use public transportation.

This could be one solution to this problem. However, the frustration and justifiable resentment of the citizens at this type of solution might cause disturbing reactions. They could take their business elsewhere or the time honored place for disapproval - at the ballot box - might be used to the discomfiture of our elected officials.

When the Downtown area streets have become so clogged with vehicular traffic as to become unmanageable, a public relations educational program to persuade the citizens that using public transportation is in the best interests of everyone, would - in our judgment - be the proper and more forthright approach to finding a solution for this vexing problem.

CITY PLANNING COMMISSION (Continued)

The City Planning Commission, along with the Department of Public Works and the Board of Supervisors, cannot long continue to ignore the need for a grade separated solution to San Francisco's traffic problem in the waterfront and Park Panhandle corridors.

The Committee attended several meetings of the Commission and was impressed with the fair treatment and sympathetic understanding afforded citizens who appeared at the meetings to request approval of plans.

This Commission must make a wide range of judgments, many very controversial. They are performing these duties admirably.

Mr. Allan Jacobs, Executive Director, is an able planner performing a controversial task with skill. We commend him.

RECOMMENDATIONS:

The Commission should be provided adequate office space in one building. The present space in two buildings is grossly inadequate for the staff.

Maps and other materials required by the staff should be furnished more quickly by other city departments.

The Board of Permit Appeals has over-ruled the Planning Commission in 19 out of 21 cases in 1967 - 23 out of 35 cases in 10 months of 1968. This shows a significant percentage change. We recommend a dialogue between the two Commissions to further reduce the preponderance of cases over-ruled.

Presently 66 planners are employed. Four senior planners should be excluded from civil service and selected by the Executive Director.

Philip S. Dalton

Harry Liss

Irwin J. Sprott, Chairman.

THE LAW LIBRARY

The Law Library is located in the City Hall and presently contains approximately one hundred and ninety thousand volumes. A branch of the Law Library is located in the Mills Building and contains approximately thirty thousand volumes. The branch of this Library that is located in the Mills Building serves the legal profession particularly on Saturdays and Sundays when the division in the City Hall is closed.

The Branch of the Law Library in the Mills Building is supported entirely from filing fees. The division of the Law Library in the City Hall receives approximately one-third of its support from City and County Funds.

It is the recommendation of this Committee that in the event of the building of a new Court House or remodeling of the present City Hall sufficient square footage should be allocated to the Law Library as to properly store the volume of books and at the same time provide suitable working area for the staff, and accommodations for those persons using the facilities of the library.

John M. Fitzmaurice

Mrs. Eva. E. Purcell

Morris Less, Chairman

CITY ATTORNEY

This Committee has met with the City Attorney, Thomas M. O'Connor, and we are pleased to report the efficient manner in which this office is run.

We have thoroughly inspected the City Attorney's facilities and note the dire need for additional office space. The area recently allotted this department has alleviated some of the overcrowding but additional work area must be allocated.

The Committee commends Thomas M. O'Connor and his staff for the excellent legal services rendered the City.

DISTRICT ATTORNEY

This Committee has met with the Honorable John J. Ferdon and members of his staff. We find the District Attorney's office to be proficient and well administered.

The greatest problem facing this office is the tremendous increase in crime and the necessary prosecution. As the crime apprehension rate soars, so does the District Attorney's work load.

We are conscious of the ever increasing cost of government and the necessity for budget cutting, but we also recognize the obvious need of maintaining an adequately staffed District Attorney's office.

PUBLIC DEFENDER

The Public Defender of San Francisco is Edward T. Mancuso whose office and staff is located at the Hall of Justice.

In representing defendants, the prime duty and responsibility of his office is to see that each defendant is granted a fair and impartial trial; that all of his constitutional rights are preserved; that the innocent are not found guilty; that every possible defense is preserved; that investigation is made to ascertain if any mitigating circumstances exist; and generally to see that each defendant receives every protection of the law to which he is justly entitled, under our Federal and State constitutions.

PUBLIC DEFENDER (Continued)

During the past fiscal year, the Public Defender represented 28,900 indigent defendants and made 72,972 appearances on their behalf.

Each year the volume greatly increases. The San Francisco Public Defender's office still has the largest case load per deputy of any Public Defender's office in the nation.

We commend Edward T. Mancuso and his staff as they have continuously demonstrated a desire to do the best possible job at the least cost to the City and County of San Francisco.

Michael A. Durkin

Morris Less

John M. Fitzmaurice, Chairman.

SHERIFF'S DEPARTMENT.

From observations made during visits to the County Jails, either announced or unscheduled, and as a result of meetings with Sheriff Matthew Carberry and staff, this committee concurs with the 1967 Grand Jury Report in this manner.

Operations of this Department become more difficult each year. This is due to the tremendous rise in crime rates in the City and County of San Francisco. This condition is prevalent all over the United States, especially in urban areas. As an example in 1956-1957 there were 715 felony cases in the City and County of San Francisco. In 1967-1968, the number reached 2,845. Our jails are frequently over-crowded.

In County Jail No. 2 at present there is a 40% ratio of prisoners who are convicted of felonies. This type prisoner belongs in a State Prison and not in a jail never intended as a maximum security prison. Cost to the City and County is \$200,000.00 per year. This cost should be borne by the State or more properly this type of convict should be in a State Prison.

As to accommodations at County Jail No. 2, San Bruno, this committee finds them adequate. On this subject however this committee has firm convictions as to treatment of prisoners. Treatment should be humane and that is all. This means edible food, medical care when needed and some work or recreation. A jail should not be a "home away from home". One term in jail should get the idea across that a jail is no place to come back to. Rehabilitation programs must be continued in the hope of helping those in need of such treatment.

The condition of County Jail No. 2 could be improved with some repairs. Condition of automotive equipment attached to this facility is not good. Repairs or replacement is needed at once. Jailers on duty are not adequately protected and are too few in number. County Jail No. 1 is a well-run institution even though over-crowded.

Sheriff Carberry has repeatedly requested a larger staff and modernized equipment. As an example a request for 37 new personnel in 1967-1968 was cut down to nine (9). Sheriff Carberry has maintained that a training program be established for jailers and bailiffs. Lack of budgetary approval forestalls this program.

It is the view of this committee that Sheriff Carberry and his staff are doing a good job with the tools at hand.

Sheriff's Department (continued)

We therefore, recommend that the Sheriff's Department Staff be increased for greater security, that automotive equipment be replaced, that jailers be equipped with protective gear, helmets, etc., and that felony cases be imprisoned in State Prisons or that the State pay the cost of such incarceration.

We further recommend that the City Jail No. 1, located at 850 Bryant Street, San Francisco, be combined with the County Jail No. 1, and be placed under the jurisdiction of the Sheriff, with the additional necessary personnel. This arrangement would be a more economical and efficient operation and at the same time would release trained police officers for regular police duty.

CIVIL DIVISION.

The Civil Division operating out of the City Hall under the guidance of Chief Civil Deputy, Carl M. Olsen, and at the direction of the Sheriff, is the second largest operation of this type west of Chicago. During the recent fiscal year, 42,447 processes were handled by this Division with property handled in the amount of \$1,661,461.00. All property was accounted for accurately under strict audit by the Controller's Office. Several hundred evictions were accomplished, in accordance with law, and a due sense of the humanities involved. A total of 1,575 persons were transported by the Sheriff's Department to various State Institutions.

Michael A. Durkin

Morris Less

John M. Fitzmaurice, Chairman

MUNICIPAL AND SUPERIOR COURTS.

It is difficult for San Francisco's Judges to do the job they would like to do in serving the public. Several reasons contribute to this situation. Number one is the lack of space for court rooms to accommodate additional judges. Another concerns certain duties assigned to judges which could be handled by other persons.

Attempts to solve the space problem by building a Court House building have failed over the years because while a majority of the voters were in favor this majority did not reach the required two-thirds needed to approve a bond issue.

A minimum of at least three (3) court rooms is needed at once.

In the Municipal Court the small claim cases number from 30 to 50 a day. Judges assigned to these types of cases hear them before ten o'clock in the morning and then go to their other regularly assigned cases and duties. These cases could be heard by a referee or commissioner, appointed by the courts and working under the direction of the judges. This would allow the judges the needed time to study cases before them, other than small claims. In the event small claim cases became fewer in number, appointed referees or commissioners who would necessarily have to have a legal background could assist the judges in research so necessary in legal-judicial procedures in the courts.

San Francisco as any other major city in the United States is experiencing a tremendous rise in the crime rate with resultant excessive over-crowding of court calendars. The axiom, "Justice delayed is justice denied", is true. The Constitution of these United States calls for a trial without delay for the accused. The obligation of the courts is to acquit the innocent and convict the guilty. In order to accomplish speedy trials more judges and court rooms are vitally needed now, not twenty years from now.

The matter of Traffic Court is another concern of this Committee. In order to prevent further hardship on those cited for moving traffic violations a full scale night court or traffic court in session on Saturday seems to be a reasonable solution. Under present circumstances in order to protest a traffic citation, bail must be posted and a hearing set. This requires two appearances: one to post bail, and one to be heard. This results in two day's loss of work. A Night or Saturday Court would eliminate both absences from work or other duties.

MUNICIPAL AND SUPERIOR COURTS (Continued)

A progress report of the Superior and Municipal Courts for 1968 must include these items:

The section of the Superior Court devoted to jury service and juror interview is now located on the first floor of the City Hall in Room 165. Part of this area is also utilized as the Office of the Grand Jury Consultant. Partitions are soon to be erected in this area that will give a greater degree of necessary and required privacy. The partitions will create two individual and private juror interview rooms, two semi-private office areas, along with sufficient space to accommodate prospective trial jurors reporting for interview.

Most of the detail work connected with the selection of the names of jurors from the voting register is now being done, with excellent results, by data processing techniques. Also application of the data processing techniques and computer systems and methods has made it possible to produce the official trial jury lists with greater speed and efficiency. Further application of data processing methods is to be applied to administrative-management areas, particularly.

The application of data processing has made it possible to establish a Jury Management Division in the Superior Court that will eventually handle most if not all the details involved with trial jurors and grand jurors and at the same time provide help and assistance to other departments - County Clerk and the Sheriff - who are involved in some of the details of jury service.

It has been brought to the attention of this committee that the Honorable Raymond J. Arata, during his term as Presiding Judge approved the plan for the original studies to be made for the application of data processing in the Superior Court. He is to be commended for his farsightedness and long-range planning.

This Committee wishes to commend Bernard J. Ward, now Executive Officer of the Superior Court, for his continuing efforts since his appointment early this year, for the advancements he has projected in the administrative-management and legal areas, as well as fostering the further development of data processing techniques.

We therefore recommend:

1. The present City Hall be remodeled to contain all the Courts and present City Departments with the exception of the Mayor's Office and the Office of the Chief Administrative Officer be located in a new City Office Building to be constructed where the present parking lot exists in the Hayes-Grove-Van Ness Avenue- Franklin Streets Area.
2. Additional judges be appointed

Municipal and Superior Courts (continued)

Recommendations (continued)

3. Small claims cases be adjudicated by a Commissioner or Referee, appointed by the courts.

4. Traffic Night Court be instituted or Traffic Court be held in session on Saturdays for moving traffic violations.

John M. Fitzmaurice

Mrs. Eva E. Purcell

Morris Less, Chairman

OFFICE OF THE CORONER.

The Office of the Coroner under the direction of the Dr. Henry W. Turkel is a well managed and efficiently operated department of City and County Government.

The services of this department are vital and necessary to the people of San Francisco in cases of sudden and unexplained deaths. The Coroner's office also is a valuable aid to the police department in helping to determine solutions to crimes.

Dr. Turkel has during this year of 1968, based on a recent revision of the law, adapted data processing methods to the selection of coroner's jurors, so that he is now assured of a proper cross-section from the City and County of San Francisco.

Presently Dr. Turkel is developing plans alongwith the Data Processing Center to apply electronic data processing techniques to other features of record keeping within his office.

Raymond T. Allender

Michael A. Durkin

John R. Hermann,Sr., Chairman

The Members of the 1968 San Francisco County Grand Jury wish to acknowledge that the respective Grand Jury Committees have made visits to the following departments of the City and County Government of San Francisco. The operations of these departments have met with the satisfaction of the Grand Jury Committees and so at this time no specific recommendations are to be made.

1. California Palace of the Legion of Honor,
Lincoln Park,
Marie S. Jensen, Secretary
2. California Academy of Sciences,
Golden Gate Park,
Dr. George E. Lindsay, Director
3. Disaster Corps,
Edward F. Penaat, Director,
(Brigadier General, Ret.)
4. Department of Electricity,
Burton H. Dougherty, General Manager
5. War Memorial - Veterans Building
Joseph J. Allen, Managing Director

HEALTH SERVICE SYSTEM

Three separate benefit plans are now being administered in this System. They Are:

Plan I. Administered by the Health Service System Staff with 28,000 Members.

Plan II, Kaiser having approximately 28,000 Members.

Plan III, Discontinued.

Plan IV. Offered by the Bay Medical Group, having approximately 1,000 Members.

Within the rules and regulations of the System, if there are more than 300 signatures attached to a request for consideration for additional Plans, such Plans are to be seriously considered by the board.

Until disbursements were undertaken late this year by E.D.P. the recipients (namely doctors, patients, laboratories, and hospitals) were satisfied with the promptness of settlements.

Part of the work in this System, the Civil Service Commission and the Controllers Office has been undertaken under contract with International Business Machines Company. The scheduled training and absorption of workloads is as much as three years behind schedule.

It appears that the Board and Staff of the Health Service System are doing an excellent job in carrying out their responsibilities. They are to be commended.

Raymond T. Allender

Morris Less

Philip S. Dalton, Chairman

